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# SAJHEDARI BIKAAS:

## Partnership for Local Development

FY 2015 – Annual Report #3  
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# ACRONYMS

ADR	Alternative Dispute Resolution
CAC	Community Awareness Center
CAG	Content Advisory Group
CAR	Community Action Researcher
CBO	Community Based Organization
CDA	Community Development Activities
CDO	Community Development Office
CeLRRd	Center for Legal Research and Resource Development
CLFS	Critical Listening Feedback Session
CM	Community Mediator
CMC	Community Mediation Center
CMU	Community Management Unit
CR	Community Reporter
DADO	District Agriculture Development Office
DDC	District Development Committee
DDRC	District Disaster Relief Committee
DIDC	District Information and Documentation Center
DTMP	District Transport Master Plan
DYN	District Youth Network
EA	Equal Access
EDT	Entrepreneurship Development Training
EW	Empowerment Worker
FFN	Fatima Foundation-Nepal
GESI	Gender Equity and Social Inclusion
GIS	Geographic Information System
G-NGO	Governance Non-Governmental Organization
GoN	Government of Nepal
GPS	Global Positioning System
IPC	Implementing Partner Committee
IPFC	Integrated Planning and Formulation Committee
IRAP	Internal Revenue Assessment Plan
IVR	Interactive Voice Responses
LDRMP	Local Disaster Risk Management Plan
LGCDP	Local Governance and Community Development Programme
LNGO	Local Non-Governmental Organization
LYG	Local Youth Group
M&E	Monitoring and Evaluation
MCPM	Minimum Conditions Performance Measure
MJFL	Madhesi Janadhikar Forum-Loktrantrik
MoFALD	Ministry of Federal Affairs and Local Development
NGO	Non-Governmental Organization
NN	<i>Naya Nepal</i>
NRA	National Reconstruction Authority
NYS	National Youth Service
OCA	Organizational Capacity Assessment
OPI	Organizational Performance Index

PA	Public Audit
PDDP	Periodic District Development Plan
PMC	Project Management Committee
PMEP	Performance Monitoring and Evaluation Plan
PSA	Public Service Announcement
PVDP	Periodic Village Development Plan
RDQA	Routine Data Quality Assurance
RLG	Radio Listeners' Group
RMMP	Resource Mapping and Management Plan
RSAC	Radio Strategic Advisory Committee
SA	Social Accountability
SB	Sajhedari Bikaas
SM	Social Mobilizer
SMS	Short Messaging Service
SSMK	<i>Saathi Sanga Manka Kura</i>
SUPER	Social Upgrade in Progress of Education Region
TAF	The Asia Foundation
ToT	Training of Trainers
UCPN(M)	Unified Communist Party Nepal (Maoist)
USAID	United States Agency for International Development
VDC	Village Development Committee
VERS	Vital Event Registration Software
WCF	Ward Citizen Forum
WEG	Women's Empowerment Group
YI	Youth Initiative

# EXECUTIVE SUMMARY

During Year 3, Sajhedari Bikaas (SB) coordinated closely with the Government of Nepal (GoN) in implementing program activities complementary to the government's strategy, while also filling gaps to create greater inclusion for women and marginalized groups. The project produced tangible results through four national partners focused on conflict assessment, community mediation, youth mobilization, and media; four district-based partners administered women's micro-finance (WORTH) activities; and eight other local partners mobilized communities and government stakeholders around the Village Development Committee (VDC) and district planning processes and service delivery. In total, SB delivered 16 grants to local and international partners and implemented dozens of activities directly.

There were major challenges during the year, especially in the aftermath of the devastating earthquakes in April and May. Within weeks of the quakes, Pact was invited by the United States Agency for International Development (USAID) to expand SB activities to include earthquake-affected districts. Six new districts – Dhading, Dolakha, Gorkha, Lamjung, Makwanpur, and Ramechhap – were integrated into the project. In June, SB mobilized resources and staff to assess needs, select VDCs, select local partners, and recruit staff. Activities planned for implemented in Year 4 include: facilitation of the GoN Post-Disaster Planning Process; capacity building of District Disaster Relief Committees (DDRC); rapid roll-out of locally-managed small-scale infrastructure projects and community initiatives; coordination of Integrated Mobile Service Camps; citizen oversight, social accountability, and public reporting; and mitigation of grievances and disputes.

The promulgation of a new constitution on September 20 was a welcome relief after a decade of post-conflict political deadlock, opening the door for local elections during the coming year. However, the birthing process has not been easy. At the end of this reporting period several project activities were delayed due to *bandhs* affecting travel in the original six SB districts, followed by fuel shortages throughout the country due to unrest in the Terai.

During Year 3, SB activities advancing the project's four objectives included:

## **Objective A: Enabling Environment for Community Development Established**

SB conducted a range of activities to improve the enabling environment for community development. It continued to assess potential triggers of instability through quarterly conflict assessments and the mapping of disputes through its innovative short messaging service (SMS) conflict mapping system. SB partner, Saferworld completed four quarterly conflict assessments during the year focusing on public perceptions of development initiatives and stakeholders, the social implications of migration, longitudinal tracking of conflict trends, and youth engagement in local development. Meanwhile, 1,642 disputes were registered in the SMS conflict mapping system this year by 519 SMS reporters (171 female, 348 male).

A total of 4,886 alternative dispute resolution (ADR) cases were registered during the year by 90 Community Mediation Centers (CMCs) administered by SB partner the Center for Legal Research and Resource Development (CeLRRd). Of these cases, 72% of disputants were from disadvantaged communities. As SB moved into its second phase, CeLRRd established 32 new CMCs in Phase 2 VDCs and conducted 37 basic mediation trainings for 930 new mediators (390 female, 540 male). SB raised awareness among local communities about the benefits of community mediation through social marketing campaigns. In addition, SB held 17



orientations for traditional practitioners of justice in Tharu communities with 495 total participants (85 female, 410 male) in 17 VDCs.

SB supports women's savings groups through Pact's WORTH model, an integrated literacy-led approach to women's empowerment. This year, 99 new groups were established, for a total of 226 WORTH groups with 5,952 members now operating. Empowerment workers (EWs) and literacy volunteers facilitated 1,671 literacy classes for group members. To date, the cumulative savings of the WORTH groups totals NPR 4,443,379, while loans of NPR 10,468,692 have been issued to 3,380 WORTH group members. SB planned and conducted a total of 82 events where 2,036 WORTH group members received business and microenterprise training. Additional training on community peacebuilding was provided for 450 members. Meanwhile, WORTH NGO partners conducted 144 Organizational Capacity Assessments (OCAs) with 3,178 participants to assess and strengthen group sustainability.

By engaging with youth and developing their capacities, SB aims to foster greater inclusion of youth in local planning and development. This year, SB partner Youth Initiative (YI) formed 35 new Local Youth Groups (LYGs) and 35 Community Management Units (CMUs), which played critical roles in establishing youth agenda and encouraging youth participation in local planning and development. A total of 1,567 youth (469 female, 1,098 male) participated in LYGs and CMUs. YI conducted 12 training events on governance and accountability to build youth knowledge about local government planning processes and increase their participation in the upcoming planning cycle, which begins in November 2015. YI also conducted six two-day life skills trainings, 12 three-day Evidence-Based Advocacy trainings, 18 Entrepreneurship Development Training (EDT) events, and initiated the National Youth Service (NYS), a program that temporarily placed 12 youth (five female, seven male) in government offices. LYGs organized a total of 732 community development activities. Many LYG members also served as members of Radio Listener's Groups (RLGs) and collaborated in community development and raising awareness activities on issues such as youth employment, child marriage, gender-based violence, and school enrollment.

Media activities helped to strengthen the capacities of national and local radio production partners and engage listener populations around issues of local governance, conflict mitigation, and development. SB partner Equal Access (EA) supported the production and broadcast of 412 episodes of *Sajhedari*, 41 episodes of *Naya Nepal* (NN), and eight episodes of *Saathi Sanga Manka Kura* (SSMK) on social and local development issues. These were broadcast by 18 local partner FM Stations and Radio Nepal. EA coordinated with SB's other partners to include topics and information related to their activities in radio broadcasts. EA broadcast 416 public service announcements (PSAs), including 10,600 broadcasts on earthquake recovery alone.

## **Objective B: Communities Access Resources for Development**

SB provided technical and material support for local communities to leverage resources through the local planning process, especially for marginalized groups. Ward Citizen Forums (WCF) and Community Awareness Centers (CAC) are at the core of SB's inclusive implementation strategy, providing a foundation for the planning, monitoring, and information functions necessary for grassroots local governance. SB institutionalized bi-monthly WCF meetings in its project areas, facilitating 1,063 meetings with 22,936 participants (11,730 female, 11,206 male). As a result, 391 WCFs produced annual action plans. A second step provided orientation to stakeholders at the WCF and VDC levels on the local-level planning and project prioritization processes, with 604 orientations involving 12,028 citizens (6,128 female, 5,900 male). As a result, 438 WCFs monitored projects, while 462 WCFs participated in the local-level planning process in their wards. SB facilitated 96 orientations on local-level

planning in a total of 58 VDCs with 2,603 participants (1,229 female, 1,374 male). Third, *llaka*-level planning meetings have rarely included a quorum of relevant stakeholders when selecting projects involving three to five VDCs. Therefore, SB mobilized 333 WCF and Integrated Planning Formulation Committee (IPFC) members to participate in 42 *llaka*-level participatory planning workshops. Finally, SB supported cross-fertilization through WCF inter-district exposure visits, including 229 representatives (106 female, 123 male) from WCFs, CACs, and IPFCs. Participants observed effective planning strategies and committed to replicating successes.

MoFALD guidelines state that VDCs must prepare five-year Periodic Village Development Plans (PVDPs), incorporating analysis of strengths, weaknesses, and resources. SB led the establishment of VDC strategic plans, including PVDPs, Resource Mapping and Management Plans (RMMP), Internal Revenue Assessment Plans (IRAP), and Local Disaster Risk Management Plans (LDRMP) in its project areas. PVDPs and village profiles were completed in 42 VDCs. Fifty-eight VDCs prepared RMMPs and IRAPs, which map resources and strategize ways to raise VDC incomes. Fifty Phase 1 VDCs' completed LDRMPs analyzing disaster vulnerability and planning mitigation strategies.

SB conducted capacity development training for 94 EW and Social Mobilizers (SM) to strengthen the participation of women and marginalized groups in the local planning process. Through the planning process, five WORTH groups from Banke and Bardiya were successful in acquiring funding for projects such as road construction and pig farming training.

SB worked through SMs in formulating Gender Equity and Social Inclusion (GESI) strategies for 453 WCFs and newly formed municipalities, which reformed their committees to ensure the representation of women and marginalized groups. Following SB's inputs during WCF reformation, representation of women and members of marginalized communities dramatically increased. In comparison to last year, the number of female WCF coordinators increased from 121 to 158 (30%), the number of key positions held by women increased from 168 to 436 (260%), and the total female representation increased from 5,371 to 5,933 (10%). Similarly, the representation of Dalits increased from 2,144 to 2,213 (3%), and the number of religious minorities represented increased from 468 to 482 (3%). The number of WORTH group members participating in WCFs increased from 123 in Year 2 to 473 in Year 3.

### **Objective C: Communities Implement Inclusive Development Policies Effectively**

In the absence of elected local bodies, SB works with WCFs and other local groups to facilitate citizen participation in local planning and development processes. Under its micro-project program, SB strengthened the capacity of communities to plan and govern their development, while tangibly addressing community infrastructure needs, such as market places, schools, drinking water systems, irrigation canals, and roads. Although implementing partner committees (IPCs) and project monitoring committees (PMCs) were trained on project management skills, there is still room to better integrate GESI principles in the training and to strategically support women and marginalized people who are on the committees to play more active roles in the projects.

This year \$285,918 was invested in 60 micro-projects. SB also helped institutionalize public audits and public hearings, increasing citizen oversight of development projects. SB facilitated 57 public audits of micro-projects with 3,449 participants (1,532 female, 1,917 male), and supported 45 public hearings, with 3,615 participants (1,382 female, 2,233 male).

Creating more inclusive practices require better coordination, transparency, and learning. Therefore, SB assisted governance partners to conduct 13 joint monitoring visits in project districts, with 302 participants (94 female, 208 male). As a result, SB partners report that senior government officials are more receptive toward SB program activities. SB organized 346 *Sajhedari Chautari* meetings, a community-based self-monitoring and accountability tool in which local-level partners presented their work to community members and other local implementers.

Training and knowledge transfer helped to operationalize effective mechanisms for public participation. A total of 1,040 persons (446 female, 594 male) attended 39 training events on social accountability (SA) tools. As a result, Village Supervision and Monitoring Committees (VSMCs) began to understand their roles and responsibilities in monitoring project performance, evidenced by VSMCs that are now monitoring VDC block grants and micro-project activities. In an effort to broaden understanding and acceptance of participation by marginalized groups in MoFALD's 14-step planning process, SB supported MAHA Sanchar, a popular entertainment organization, to produce a video that sensitizes communities. The video will be ready for distribution in November 2015 just prior to the beginning of the upcoming annual planning process.

#### **Objective D: Local Government Units Function Effectively**

During the year, SB coordinated extensively with MoFALD to support local government units in ways that enhance their efficiency and effectiveness, while ensuring greater public participation and access to services. In coordination with MoFALD and the Local Governance and Community Development Programme (LGCDP), SB provided support to three District Development Committees (DDC), Surkhet, Dang, and Kailali, in preparing Periodic District Development Plans (PDDP) using MoFALD guidelines. In addition, SB drew on its local networks, including WCFs and WORTH groups, to facilitate the participation of 1,195 citizens in public consultations on the draft constitution. In both these processes, GNGOs ensured the participation of women and marginalized community members who are often not included.

MoFALD is in the process of digitizing documentation by local government units, which will help to ensure that citizens are registered for government services, particularly the rural poor and members of marginalized communities. In addition, improved accounting software has the potential to reduce graft and corruption, while opening the door for greater public scrutiny of local government spending. SB trained 68 (13 female, 55 male) local government officials in the use of vital event registration software. SB also provided accounting software training in the original SB districts, resulting in 30 VDCs entering their annual budget plan data into the new software system.

Realizing one of SB's most tangible service delivery components, SB facilitated 15 mobile service camps for rural and poor beneficiaries in five districts. In these camps, district offices temporarily offered services in closer proximity to beneficiaries, reaching 4,169 persons who could not easily afford to travel to district centers. They gained knowledge and access to government services related to clean drinking water, sanitation, education, women and children, registration of vital life events such as marriage and birth, and livestock.

### **FOURTH QUARTER HIGHLIGHTS**

#### *Geographic Expansion*

SB drew upon its core strengths to design a quality, medium-term response to the April and May earthquakes, extending its coverage to six new districts in the most affected regions of Nepal. Three grants were signed with local governance partners (G-NGOs) to facilitate program activities in Lamjung, Gorkha, and Dhading. As of the end of Year 3, partner selection for the other three districts – Dolakha, Ramechhap, and Makwanpur – was underway. SB conducted consultations with District Disaster Relief Committees (DDRC) in all six districts, assessing needs and identifying target VDCs.

#### *Alternative Dispute Resolution*

Out of 919 cases registered in CMCs, 77% were settled during the year. SB partner CeLRRd established nine additional CMCs in the fourth quarter. In these VDCs, to raise awareness about the benefits of community mediation, CeLRRd conducted 13 social marketing campaigns to raise awareness on the CMCs reaching an estimated 7,500 people.

#### *Women's Economic Groups (WORTH)*

SB partners formed 58 new WORTH groups during the fourth quarter, conducted a quarterly mobile workshop involving 66 participants (13 female, 53 male), and management committee refresher training for 82 participants (all female). Other WORTH events during the fourth quarter included: 11 business and micro-enterprise trainings with 288 participants (all female); 12 OCAs with 276 participants (all female); three skill development trainings with 60 participants (all female); one organizational mobile workshop with 23 participants (12 female, 11 male); and 29 OCA events with 741 participants (all female).

#### *Youth and Development*

Through LYGs, 1,461 youth (542 female, 919 male) participated in community development activities, ranging from Open Defecation Free Zone campaigns to school enrollment campaigns and small infrastructure projects. These activities provided youth with leadership skills and experience, and brought community members together, fostering an ethic of civic engagement and establishing an enabling environment for community development. In addition, 1,550 youth (588 female, 962 male) participated in VDC-level dialogues on local planning and decision-making processes.

#### *PSA Broadcasts*

SB partner Equal Access (EA) supported 18 non-state news outlets in producing and broadcasting local and national radio programs. All programs produced by these outlets addressed the need-based issues of local governance, youth, women, and marginalized groups. Additionally, after the April and May earthquakes, EA extended its PSA broadcasts to include emergency response notices. In the fourth quarter, a total of four PSAs were produced and broadcast 5,616 times. Two of the PSAs dealt with monsoon preparedness, one discussed feedback collected in response to the Draft Constitution, and one discussed the functions of and services provided by CMCs.

#### *Local-level Planning*

SB's G-NGO partners conducted seven local planning trainings attended by 330 members (139 female, 191 male) of WCFs, CACs, IPFCs, and VDC Councils. SB also supported four VDC-level knowledge-sharing workshops attended by 124 VDC secretaries, social mobilizers, and IPFC members (73 female, 51 male). Discussions at these events focused on knowledge required for participants to implement and participate in the planning and implementation process at the VDC level, including resource mobilization, civic oversight, performance measures, and the roles to be played by each participating agency.

#### *SA Tool Training*

SB conducted 10 workshops on SA tools for 340 representatives (121 female, 219 male) of WCFs, CACs, IPFCs, and political parties. These workshops aimed to improve local government's accountability, responsiveness, transparency, and equitable distribution of local resources.

#### *VDC Accounting Software Training*

SB conducted three VDC accounting software trainings for 78 VDC Secretaries and VDC Assistants (4 female, 74 male). The trainings were organized in coordination with MoFALD's Finance Administration Section and helped prepare officials in local VDCs to meet the national requirement that all VDCs use MoFALD accounting software beginning in July 2015.

#### *G-NGO Staff Capacity Development*

SB conducted two capacity development trainings for G-NGO staff with a total of 59 participants (25 female, 34 male), including program coordinators, monitoring and evaluation officers, social mobilizers, and field officers. The trainings familiarized participants with the roles they are expected to play in SB's governance program, and introduced them to GESI analysis and the working procedures of local government and planning.

#### *Mid-term Evaluation*

SB provided logistical support for USAID contractors from NORC to conduct a mid-term evaluation in August and September. In August, the evaluation team interacted with national partners in Kathmandu and visited Banke where they were able to interact with SB staff, including staff from Pact and its partner NGOs. Despite political disturbances that constrained the team's movement, they eventually were able to visit project sites in Banke, Dang, and Surkhet.

# 1.0 POLITICAL & DEVELOPMENT ENVIRONMENT

## 1.1 NATIONAL TRENDS

As the country was struggling to come to terms with contentious issues in the draft Constitution, especially those relating to federalism, two powerful earthquakes struck Nepal in April and May leaving 8,790 people dead and over 22,300 injured.<sup>1</sup> Public services in the 14 most-affected districts were disrupted and vital infrastructure damaged. The Post-Disaster Needs Assessment Report prepared by the National Planning Commission estimated the economic cost of the losses at more than USD 7 billion.<sup>2</sup> While the outpouring of support for earthquake victims by families and community groups demonstrated the strength of Nepal's social fabric, the government response to the disaster was weak and remains stalled at the time of writing.<sup>3</sup> The government has thus far been unable to forge consensus to pass the National Reconstruction Authority (NRA) Bill. With the upcoming winter making assistance to earthquake victims more urgent than ever, local officials and development actors are still looking to the national government for policy guidance.

The earthquakes created a renewed sense of urgency in the Constituent Assembly (CA) to complete the constitution writing process. After a series of failures to address disagreements and growing protests, the largest three parties in the CA—Nepali Congress, Communist Party of Nepal-United Marxist-Leninists (CPN-UML), and Unified Communist Party of Nepal-Maoist (UCPN(M))—along with Madhesi Janadthikar Forum-Loktantrik (MJFL) signed a 16-point agreement in June to promulgate a Constitution, federate the country into provinces, form local assemblies to determine the names of provinces, and set up a federal commission to demarcate provincial boundaries. Despite the rejection of the agreement by smaller parties and the Supreme Court, the alliance pushed forward with a six- and then seven-province model. Violence erupted in Surkhet district and in other parts of the Terai, spreading to Kailali. Within weeks violent protests erupted across the country. At the time of this writing, Human Rights Watch reports at least 45 deaths.<sup>4</sup> Despite the objections of minority parties, the CA promulgated the Constitution on September 20, 2015.

In support of protesters, India advised the Nepalese government to take Madhesi and Tharu demands into consideration and imposed strict inspection procedures along the border, immediately choking fuel, medicine, and food exports from India to Nepal. At the time of writing, fuel and other supply imports remain blocked, causing immense disruption to normal life, as well as to Sajhedari Bikaas operations.

## 1.2 OPERATIONAL SPACE

### 1.21 Earthquakes of April and May

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<sup>1</sup> Government of Nepal: National Planning Commission. *Post-Disaster Needs Assessment*, 2015.

<sup>2</sup> Government of Nepal: National Planning Commission. *Post-Disaster Needs Assessment*, 2015.

<sup>3</sup> "Follow the Money for Effective Post-quake Reconstruction and Recovery"; *Republica*; July 5, 2015.

<sup>4</sup> [https://www.ifex.org/nepal/2015/10/19/deaths\\_terai\\_protests/](https://www.ifex.org/nepal/2015/10/19/deaths_terai_protests/)

Although the original SB districts were not severely affected by the earthquakes of April and May, the implementation of several planned activities was delayed, including training on VDC accounting software and vital events registration software. Other activities that were to be implemented in coordination with district and local governments, such as joint monitoring visits, were postponed as government bodies prioritized efforts to send locally-collected relief materials to disaster areas. Many SB staff travelled to be with their families, while others were engaged in relief efforts on their own. By the end of May, all SB staff had returned to their posts.

### **1.2.2 Delay in Constituting the National Reconstruction Authority**

Following the earthquakes of April and May, the Government of Nepal (GoN) issued an ordinance to establish the NRA to lead national reconstruction efforts. Due to political disagreements, the ordinance lapsed and, as of this writing, the NRA has not been constituted. Uncertainty regarding the NRA delayed the VDC selection process in SB's new districts, because local authorities were reluctant to take decisions without guidance from the NRA. As a result, SB began discussions with MoFALD to issue an authorization to work in recovering districts, which was signed in October.

### **1.2.3 Protests on Constitutional Issues**

Prior to the constitutional drafting deadline on January 13, the UCPN(M) and its allies called a national *bandh* that brought the country to a halt. This was followed by another shutdown on January 20. On February 28 in Kathmandu, 40 demonstrators were injured in clashes with the police. Various protests continued in the following month, including a program in Kaski district on March 25 in which the Finance Minister's vehicle was pelted with stones. A nationwide *bandh* was announced by the Maoist-led alliance of 30 parties from April 7 to April 9. During the first day the organizers shut down major marketplaces and highways across the country, including in SB districts.

In August after the government announced the 16-point agreement on the Constitution, protests arose in Surkhet district in which one person died. Once the government retracted and proposed a seven-province model, protests erupted in other parts of the Mid- and Far West regions. Curfews were imposed in various parts of Banke, Dang, Kailali, and other regions of the Terai. As noted in 1.1 above, blockages along the Indian border followed, which halted the free flow of goods and supplies to the country. The implementation of SB activities was severely affected during this period. SB initially mitigated the negative impact of *bandhs* by diverting activities to locations where the situation was less distressed, including its new earthquake-affected districts. However, once fuel shortages began, travel to and within those districts also became constrained.

As of the time of this writing, project implementation throughout SB's 12 project districts is severely constrained by lack of mobility due to fuel shortages.

## **1.3 SOCIAL AND CONFLICT TRENDS**

In Year 3, SB continued to conduct quarterly conflict assessments to analyze changes in the program context, enabling the project to address and adapt to tensions in the communities. It also conducted two Local Governance Perception Surveys to monitor public perceptions of local governance and community development.



### **1.3.1 Local Governance and Public Participation**

The assessments and surveys showed that respondents were increasingly satisfied with local government service delivery and more engaged in the local planning process. However, they expressed a growing distrust between communities, and noted that local governments have more work to do promoting transparency. Seventy-four percent of WCF members who participated in the VDC planning process felt their suggestions were heard during the VDC meetings, indicating that decision-making in many communities is becoming more participatory.

### **1.3.2 Political and Identity-based Tensions**

Across the districts, respondents held different views about political and identity-based tensions. While some felt that tensions had heightened due to the constitution drafting process, others reported that political tensions had in fact declined. The overall outlook towards political actors remained negative. Most of the reported identity-based tensions were connected with political issues, such as the federalism model. Many respondents felt that if the constitution was not able to accommodate the needs and concerns of marginalized ethnic groups, simmering tensions would easily escalate to violence, as proved the case in August following announcement of a proposed seven-province federal model.

### **1.3.3 Resource-based Conflict**

A majority of respondents surveyed in Saferworld's Conflict Assessment 6 (Rapid Conflict Assessment Tracker) mentioned an increase in resource-based tensions in their districts. The tensions were mainly between those involved in the extraction of natural resources, such as sand and stones, and local communities that wanted to preserve these resources. Another reported tension was between those residing in the periphery of conservation areas and authorities due to reduced pasture land for cattle.

### **1.3.4 Sexual and Gender-based Violence**

Rape and sex-trafficking of women and girls are key security concerns in all SB project districts. The majority of respondents mentioned recent cases where women had been burned or otherwise abused for not bringing a large enough dowry. Sex trafficking was perceived to be taking place in Banke, Bardiya, Kailali, and Kanchanpur. Reporting of domestic violence, particularly by female survivors, continued to increase during the year. With migration in and outside of Nepal growing rapidly, woman's vulnerabilities to GBV are seen to increase following their husbands' migration.

### **1.3.5 Crime, Youths, and Drugs**

Crime was considered high by respondents in Banke, Bardiya, Kailali, and Surkhet. Unlike before, there were no armed groups or cases of extortions and abductions; rather theft and drug smuggling were reported as the main criminal activities, along with human trafficking. Although there was a tendency to speak of harnessing youth's energy and potential, respondents also viewed youth as reckless and impulsive. As a result, the assessment found that youth are generally excluded from many decision-making processes and opportunities. However, respondents reported more positive perceptions of youth following relief and rescue efforts in the aftermath of the May/June earthquakes.



## 2.0 MAJOR ACCOMPLISHMENTS

During Year 3, SB tracked its activities through Performance Monitoring and Evaluation Plan (PMEP) indicators that contributed to USAID/Nepal's Country Development Cooperation Strategy (CDCS) Objective 1: More Inclusive and Effective Governance, with the goal of increasing progress towards a democratic, resilient, and prosperous Nepal. Key activities and major accomplishments during the year are described below.

### 2.1 MONITORING AND EVALUATION

SB completed the second perception survey and field work for the third survey during Year 3. It revised its PMEP, which was submitted to USAID in October 2015, and operationalized its performance-based management system database, DevResults, training national and local partners in data capture tools and reporting (see **Annex 3, Figure 1**). SB supported partners to develop methods for measuring results and conduct their own Routine Data Quality Assurance (RDQA). SB also worked with three national and 12 local partners to improve performance through the Organizational Performance Index (OPI).

#### 2.1.1 Perception Survey II and III

During the first quarter, SB implemented its Perception Survey II in six districts – Banke, Bardiya, Dang, Kailali, Kanchanpur, and Surkhet – with 2,005 respondents (1,009 in Phase 1 VDCs and 996 in Phase 2 VDCs). SB conducted surveys in-person using the Mobenzi mobile data collection platform. After the completion of the fieldwork, SB shared the findings with its partner organizations in order to build on current strengths and address gaps. This led to a range of programmatic adjustments (see **2.1.11** below).

During the third quarter, SB began Perception Survey III in the same districts with 2,880 respondents. The survey had two components: a quantitative component, which included a household survey, and a qualitative component comprised of focus group discussions and key informant interviews. SB completed the fieldwork for Perception Survey III in October 2015, and the report will be available in November 2015.

#### 2.1.2 Monitoring and Evaluation Plan (MEP) Revised and DevResults Database Operationalized

During the first and second quarters, SB revised its MEP to reduce the number of indicators and focus on higher-level results. The revised MEP, incorporating suggestions from both USAID and contractor CAMRIS International, was submitted to USAID in October 2015. SB consolidated its database systems into DevResults, which became operational in March. That same month, SB conducted two two-day training workshops for district and national partners on how to report and upload data for DevResults. Partners can use the system to report indicators, produce reports, and generate analysis.

#### 2.1.3 Routine Data Quality Assurance

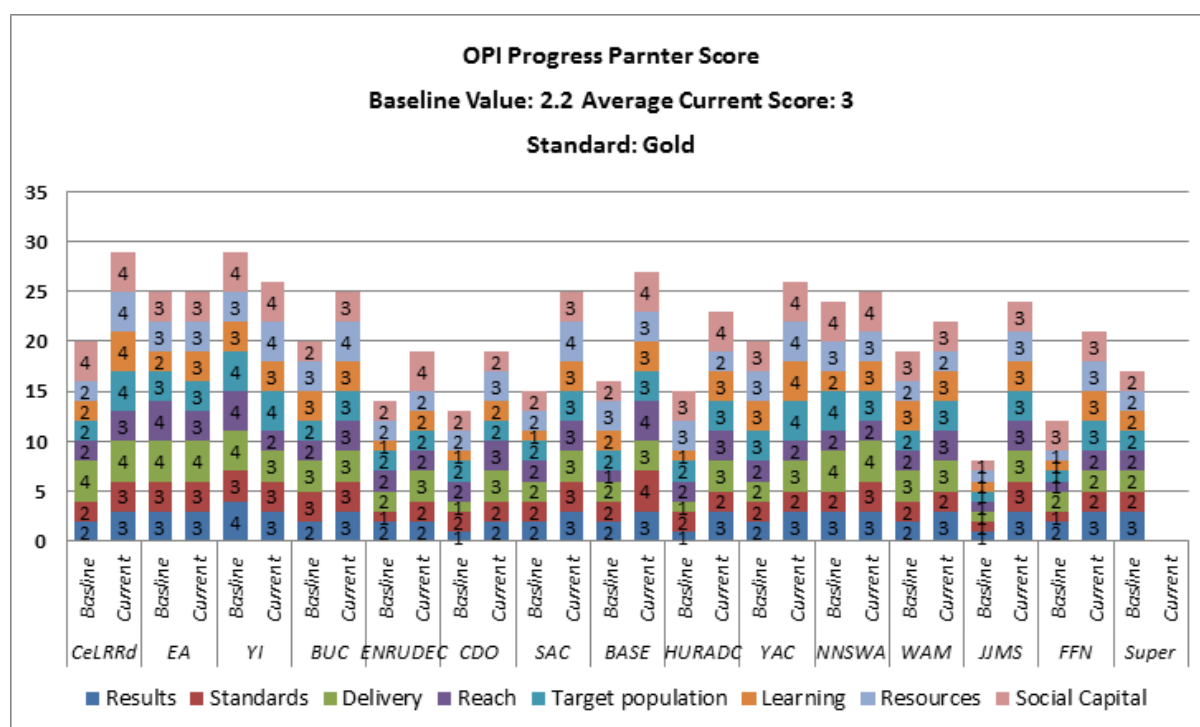
SB assisted partners to prepare RDQA plans that included steps for data collection, collation, analysis, reporting, supervision, and verification. The final output of each RDQA was an action plan for improving data quality, including specific measures, staff responsibilities, timelines for completion, resources required, and follow-up.

SB's helped EA and YI to conduct semi-annual RDQAs for all six project districts in November. Based on the RDQAs, the partners developed action plans to address weaknesses. In May, SB identified strengths and gaps in data collection at 12 VDC offices in five districts. It is utilizing the findings to build the capacity of VDC offices in data collection and record keeping.

#### 2.1.4 Organizational Performance Index (OPI) Baseline

During the first quarter, SB completed an OPI assessment and established baseline scores for all national and local partners in order to be able to measure organizational change at the outcome level, with a focus on external performance. In the third quarter, SB conducted a mid-term OPI assessment that compared results with baseline scores for CeLRRd, EA, and YI. The organizations showed overall improvement with an average score of 3.0 compared to the baseline of 2.2 (scale from 1 to 4). However, CeLRRd's composite score of 26 represented a decline from its first quarter score of 29 out of 32. This was due to decreases in its scores related to social mobilization and trust. YI performance has declined due to the delay in implementation of many program activities. SB is working with CeLRRd and YI on strategies to improve performance in these areas.

Figure 1: OPI Progress Partner Scores



#### 2.1.5 Quarterly Planning and Review Workshop

SB organized three quarterly workshops in February, May, and June. Participants included all 12 local partners from the original six districts, along with CeLRRd, Equal Access, and Youth Initiative. The first quarterly workshop focused on improving program quality and realigning planned activities. The workshop included in-depth discussion on the implementation of SB's GESI strategy, such as whether plans were faithful to the mandated VDC budget provisions for women, children, and marginalized groups. The second workshop focused on outcome

mapping, achievements, challenges, project strengths, and opportunities for coordination with stakeholders. The third workshop focused on learning and sustainability in Phase 1 VDCs, including ownership and participation of local communities, allocation of funds from VDCs to CMCs, and increased participation of youth groups in the planning process. Many of the suggestions were adopted by the project (see 2.1.11).

## **2.1.6 Geographic Information Systems**

SB conducted a Global Positioning System survey during the first quarter to collect data on households, the location of SB-supported groups, and CBOs in a sample VDC. The data was used to produce printed and electronic maps to enhance planning of project activities. SB made maps of all 58 Phase 1 VDCs with detailed information such as number of householders, micro-project locations, and size of infrastructure. Nepali versions of the maps were shared with governance partners to use in producing VDC profiles. Earthquake recovery district maps contain VDC data, group data, population, and topography.

## **2.1.7 Assessment and Orientation on Knowledge Management**

In February, Pact's Director of Knowledge Management, Sara Teitelman, and Mosaic Community Manager, Pamela Hobbs, visited Nepal to assess SB and its partners' knowledge management systems. They conducted staff and partner workshops, made recommendations to improve knowledge sharing practices, and created a Mosaic website, which aids communication and knowledge sharing between local, national, and international SB partners. SB staff and partners are increasingly using the website to share ideas, spread information about events, collaborate, and store project information. At the end of this reporting period, the SB Mosaic page had a total of 198 pieces of content, including 77 documents and 73 blog posts.

## **2.1.8 Stakeholders' Sharing Meeting**

On January 6, SB organized a one-day stakeholders' sharing meeting in Kailali with 55 participants (30 female, 25 male) from the District Women and Children's Office, the District Agriculture Development Office (DADO), the District Livestock Services Office, the District Public Health Office, and all SB partners organizations (including G-NGOs, WORTH groups, CeLRRd, EA, and YI). Meeting facilitators reviewed major SB achievements and participants discussed opportunities to collaboratively establish joint efforts to achieve common goals. Partners and staff later reported that government officials now attend SB events more regularly, and they have been more receptive to engaging with stakeholders and hearing their concerns. A follow-up meeting is scheduled for the first quarter of Year 4.

## **2.1.9 Thematic Outcome Identification and Tool Development**

On June 17 to 18, SB organized a one-day workshop in Nepalgunj for all SB partners to design survey tools and improve the quality of survey questionnaires. Eighteen M&E officers (seven female, 11 male) developed data collection tools for thematic outcome monitoring, and identified outcomes by component. M&E officers shared the results of their organizations' Year 3 action plans.

## **2.1.11 Revision of Program Strategies Based on Monitoring Findings**

During the year, SB utilized the findings of ongoing field-level monitoring, workshops, interactions, and the previous quarter's learning reviews to revise program strategies and approaches. For example:

- Based on observations that WORTH groups lack access to larger capital for investments, voluntary savings were introduced. At the end of Year 3, the total voluntary savings of WORTH groups was NPR 561,135, compared to NPR 2,753,670 in mandatory savings. SB will link these groups with local and district-based financial institutions as well as LGCDP's Livelihood Improvement Program in Year 4 to increase access to the capital.
- Based on OPI results, CeLRRd joined the Community Mediators' Society and is working with like-minded legal organizations, including Kathmandu School of Law, Mediation Council, and Nepal Judicial Academy, to gain wider recognition and better establish itself as a lead Nepali organization in community mediation.
- CeLRRd began rotating the location of CM monthly meetings as a result of the organization's experience in Taratal, Banke which revealed that this practice can promote ownership and build trust in the community toward CMCs and CMs.
- Based on Perception Survey II results, SB conducted capacity building training for its partners to improve the quality of monitoring and engagement with WCFs; bi-monthly WCF meetings were introduced to promote discussion on local planning and preferences; and basic material support was provided to enable WCF members to hold regular meetings.
- Review and reflection meetings revealed that the number of WORTH groups per VDC did not form the critical mass needed for gender-oriented and economic reforms. Ninety-nine new groups were added during the year, strengthening their potential for collective action.

#### 2.1.12 Some highlights of outcome-level results

In general, outcome-level results for Year 3 is embedded throughout the narrative. The given below are some highlights:

- **Increased access to justice for marginalized communities:** CeLRRd's survey conducted in the second quarter of Year 3 showed that the number of cases registered at CMCs is four times more than those registered at district courts in six districts. The primary users of the CMCs are often people from marginalized communities (72% first party individuals are from marginalized communities) who would not normally use court systems for lack of affordability and complexities surrounding them.
- **Increased representation of marginalized communities in local governance mechanisms:** Following SB's inputs, representation of women and members of marginalized communities dramatically increased in WCFs. In comparison to last year, the number of female WCF coordinators increased from 121 to 158 (30%), the number of key positions held by women increased from 168 to 436 (260%), and the total female representation increased from 5,371 to 5,933 (10%). Similarly, the representation of Dalits increased from 2,144 to 2,213 (3%) and the number of religious minorities represented increased from 468 to 482 (3%).
- **A more transparent local development budget:** WCF, has taken up the monitoring role as opposed to planning role only. Seventy-two percent of WCFs have tracked VDC budgets this year (against 5.8 percent baseline).
- **Increased access to government services:** 4,169 persons benefited from the services provided through SB-supported 15 mobile camps that were organized in proximity to the

beneficiaries last year. They had access to government services related to clean drinking water, sanitation, education, registration of vital life events such as marriage and birth.

- **Improved access to resources and employability among SB target groups:** At least 575 (72%) youths are employed or self-employed through the various skills-oriented training SB organized for 803 youths. Similarly, 1,179 (20 % out of 5,881 WORTH group members) have started business from the loans taken from groups' savings. SB will monitor and confirm the figures in the second quarterly report of Year 4.

### 2.1.13 USAID Mid-term Evaluation

SB provided logistical support for USAID contractors from NORC to conduct a mid-term evaluation in August and September. In August, the evaluation team interacted with national partners in Kathmandu and visited Banke where they were able to interact with SB staff, including staff from Pact and its partner NGOs. Despite political disturbances that constrained the team's movement, they eventually were able to visit project sites in Banke, Dang, and Surkhet.

## 2.2 OBJECTIVE A: ESTABLISH AND IMPROVE THE ENABLING ENVIRONMENT FOR COMMUNITY DEVELOPMENT

In Year 3, SB continued its efforts to better understand and address conflict trends in its project areas through conflict assessments, SMS mapping, and community mediation. SB also continued its work to build the capacities of youth and women's (WORTH) groups. Media activities built local partners' capacities to report on governance issues, and expanded outreach for the project's various components. Together, these activities supported an enabling environment where community members (including women, youth, and marginalized groups) are becoming increasingly engaged in local governance processes.

### *Result 1: Early Responses that Address the Causes and Consequences of Instability are Institutionalized*

SB assessed potential triggers of instability through quarterly conflict assessments and the mapping of disputes through its innovative SMS conflict mapping system. SB partner Saferworld completed four quarterly conflict assessments during the year focusing on public perceptions of development initiatives and stakeholders, the social implications of migration, longitudinal tracking of conflict trends, and youth engagement in local development.

#### 2.2.1 SMS Conflict Mapping

SB implemented its SMS conflict mapping system to collect information on disputes in six categories: Gender Based Violence, Identity Based Conflict, Caste Based Conflict, Political Conflict, Inter-Personal Conflict, and Resource Based Conflict. The SMS system allows conflict incidents – qualified by type, intensity, and recurrence – to be transmitted to the system's server by 519 SMS reporters (171 female, 348 male) from all 58 Phase 1 VDCs and integrated into the GIS system. Conflict reporters registered a total of 1,642 incidents in during this reporting period. Of these, 51% were interpersonal conflicts, 28% gender-based conflicts, 13% resource-based conflicts, 3% caste-based conflicts, 3% identity-based conflicts, and 2% political conflicts. Reporters registered 43% of cases as medium intensity, 32% as high

intensity, and 25% as low intensity (see **Annex 3, Figure 5**). Conflict trends were shared with partners through the Mosaic website, and alerts to CeLRRd allowed its legal aid offices to verify and follow-up on individual cases of high intensity.

### **2.2.2 Conflict Assessments**

During Year 3, SB continued quarterly conflict assessments that tracked major trends. It finalized reports for the fourth conflict assessment (Public Perceptions on Current Development Initiatives and Development Stakeholders) and carried out the fifth (The Social Implications of Migration in Nepal), sixth (Rapid Conflict Assessment Tracker), and seventh (Youth Engagement in Local Development Initiatives). The seventh conflict assessment report is currently in the USAID approval process.

#### *Conflict Assessment 4: Public Perceptions on Current Development Initiatives and Development Stakeholders (August 2014)*

This assessment found that both men and women in target districts consider education and health as priority development sectors. Respondents felt that media has the most power over shaping public perceptions of development actors and initiatives, followed by political and traditional leaders. Key challenges to effectiveness reported by respondents were: poor coordination among development stakeholders, unhealthy competition among NGOs in securing funding, poor transparency and accountability of some NGOs, and bureaucratic corruption. Respondents viewed government projects as more sustainable than projects led by other development stakeholders, because the state is more permanent than these other entities.

#### *Conflict Assessment 5: The Social Implications of Migration in Nepal (October 2014)*

This assessment explored perceptions of the social impact of migration at the community and district levels with a focus on the implications of migration on interpersonal relationships, community relationships, and relations with the state. Respondents felt that most migration from their districts was a result of economic pressures, with young men most likely to migrate. Many respondents felt that women were restricted from going abroad by cultural expectations, and saw infidelity as the most significant social ramification of migration. Concerns were also raised about the implications of migration on child-raising, with children of absentee fathers seen to lack discipline.

#### *Conflict Assessment 6: Rapid Conflict Assessment Tracker (August 2015)*

This assessment tracked key conflict trends that were identified and explored in the Rapid Conflict Assessment conducted in February and March 2013. Field research for the assessment took place during January 2015, a period when the CA's self-imposed deadline to deliver a constitution on January 22, 2015 was nearing. The assessment found that federalist debate between a multi-ethnic state vs. a state-based in identity remains a source of conflict for many respondents, particularly males. Caste-based discrimination remains widely reported. Rape and sex trafficking of women were found to be key security concerns among respondents. Domestic violence and structural gender-based discrimination, such as forced sex-selective abortions in Bardiya, Chhaupadi practice in the Far West districts, polygamy, and dowry-related cases were also reported. Compared to previous assessments, tensions related to resources were reportedly higher in Banke and Surkhet. These cases were usually related to natural resources such as community forests, sand and stones, and access to water for drinking and irrigation. Two thirds of respondents had a negative outlook towards youth, particularly due to their participation in violent political protests.

### *Conflict Assessment 7: Youth Engagement in Local Development Initiatives (June 2015)*

This assessment sought to explore youth engagement in local development initiatives, focusing on the causes and consequences of positive and negative engagement and how these contribute to local conflict dynamics. Respondents generally had a poor impression of youth, reporting that widespread unemployment among youth has led to an increase in deviant behavior like gambling, crime, and alcoholism. Many respondents felt a growing disenchantment with politics.

## **2.2.3 Alternative Dispute Resolution/Community Mediation**

Community mediation has played an important role in Nepal since 2002 in bridging gaps created by an inefficient judicial system and the gradual breakdown of informal traditional justice mechanisms. Through implementing partner CeLRRd, SB is training and supporting community mediators in each of its project VDCs. SB uses an interest-based mediation model through which community mediators (CMs) assist conflicting parties to constructively explore ways of resolving their own disputes. Addressing conflicts before they escalate is an important step towards creating an enabling environment for community development. By the end of Year 3, SB was operating 90 Community Mediation Centers.

### *Community Mediation Services*

Disputants registered a total of 4,886 cases during the year at 90 CMCs. The most common types of cases were interpersonal conflict (80%), gender-based violence (14%) and resource-based conflict (see **Annex 3, Figure 6**). The highest percentage (21.5%) of disputes was registered in CMCs in Banke, followed by Bardiya. Through its social marketing campaign, SB sought to maximize the use of CMCs by disadvantaged groups and achieved impressive results. (see **Annex 3, Figure 7 and 8**). Terai/Madheshi Janajatis were the largest group of both first party (33%) and second party (33.7%) disputants in cases registered during the year.

### *Basic Mediation Training*

During the second quarter, CeLRRd conducted six basic mediation trainings for 165 mediators (83 female, 82 male) who replaced mediators from Phase 1 VDCs that had dropped out. Most of those that dropped out were male and had left their villages for study or employment. During the third and fourth quarters, CeLRRd conducted 37 basic mediation trainings for 930 new mediators (390 female, 540 male) from 37 Phase 2 VDCs.

### *Phase 1 Consultations and Practice Sharing*

CeLRRd facilitated 72 monthly district-level CMC coordinators' meetings and 801 monthly CM meetings. These meetings provided CMs an opportunity to share experiences, exchange good practices, and jointly address challenges. CeLRRd also facilitated 248 VDC-level quarterly practice sharing meetings which brought together CMs, VDC officials, and political party representatives to build awareness and trust of the CMCs among local stakeholders, and promote coordination. As a result, there were 95 referrals from the police, 62 from VDCs, 38 from political parties, 10 from local leaders, and two from district courts during the year.

### *Group Dispute Resolution*

Forty-six trainings on group conflict mediation were conducted during the first quarter of Year 3 to enhance the skills of 777 mediators (350 female, 427 male) from SB Phase 1 VDCs. A maximum of 18 mediators from each VDC (three from each of the VDC's nine wards) were selected based on their influence in the community and the number of mediation sessions they had attended. These trainings helped CMCs to settle six group disputes out of nine cases registered, with the remaining three cases still in the mediation process. Group conflict cases



are most frequently related to the use of water resources, water supplies, building river embankment and roads, and the use of community forests.

### *Social Marketing of Community Mediation*

SB is raising awareness among local communities about the benefits of community mediation through social marketing campaigns. During the year, CeLRRD conducted 27 campaigns on community mediation in Phase 1 and Phase 2 VDCs, which included door-to-door visits, cycle rallies, and celebrations. The campaigns reached approximately 28,637 persons and helped increase the flow of case registrations at the CMCs. This year, 94% (4,593) of the cases registered at the CMCs were referred to mediation through or as a result of social marketing events (see **Annex 3, Figure 9**).

### *Orientation to Traditional Justice Providers*

In response to a recommendation from SB's learning review in March, CeLRRD held 17 orientations on facilitated interest-based mediation for 495 traditional justice providers (85 female, 410 male) from 17 VDCs. The traditional justice providers were *barghars*, *balmansas*, *mahatos*, or *aguwas* from Tharu communities. Many of the traditional practitioners expressed interest in adopting facilitated interest-based mediation techniques, becoming community mediators, or referring cases brought to them to CMCs. At the end of the training in Kanchanpur, for example, one participant noted: *"We are not well trained and only continue our traditions. I find mediation is the best way to solve and settle disputes. What I like most is that disputes are settled in the community and by our own people."*

### *Phase 2 Consultations*

During the second and third quarters, CeLRRD held consultation meetings in each of SB's original six districts to share the purpose and accomplishments of the mediation program, solicit feedback for implementation in Phase 2 VDCs, and build coordination with district-level stakeholders. The 51 meetings were attended by district judges, as well as representatives from the District Police Offices, District Development Committee's Offices, Government Attorney's Offices, District Bar Association, and LGCDP.

### *Mediation and Gender-based Violence (GBV)*

In Year 2, SB completed a study on "The Role of Community Mediation in Addressing Gender-based Violence." During Year 3, based on recommendations of the study, SB prepared and printed 180 copies of a manual on "Gender Training Focused on Gender Based Violence for Community Mediators" developed by The Asia Foundation (TAF). SB also printed 1,000 copies of "Guidelines for Community Mediators – Addressing Gender Based Violence through Community Mediation," also prepared by TAF with support from SB, CeLRRd, and local partners. Based on the guidelines and training manual, SB held Training of Trainers (ToT) for 26 female and 52 male district trainers in the second quarter of this year.

Twelve networking meetings with stakeholders working on GBV and mediation meetings in each district were also organized. These meetings provided a platform for the mediators and coordinators to network with relevant stakeholders and service providers to refer gender-based violence cases inappropriate for mediation.

### *GESI in Community Mediation*

As part of its GESI strategy, SB emphasizes the inclusion of women as CMs in order to enhance women's access to justice as well as women's participation in the mediation process. Of the 2,395 mediators trained to date, 1,015 (42%) are women. As CeLRRd selects mediators in Phase 2 VDCs, they are focusing on ways to ensure that at least half of the mediators are



female. CeLRRd is also working to ensure that the caste/ethnicity makeup of the mediators is more reflective of the VDC population. In Phase 1 VDCs, 41% of the CMs are Hill Brahmin/Chhetri, compared to 35% in the 37 Phase 2 VDCs.

### *Result 2: Early Responses that Address the Causes and Consequences of Instability are Institutionalized*

#### **2.2.4 Support for Women's Economic Groups (WORTH)**

During Year 3, SB continued to support women's economic groups using Pact's WORTH model, an integrated literacy-led approach to women's empowerment. The program aimed to raise the economic status of women, expand their influence over decisions regarding their families and communities, and help secure their social autonomy and independence. During the year, at the request of VDC secretaries, local stakeholders, and members of marginalized communities, 99 new groups were established in Phase 1 VDCs. The program currently includes a total of 226 WORTH groups with 5,952 members representing diverse caste and ethnic backgrounds (see **Annex 3, Figure 10**).

##### *Baseline Survey*

SB completed data analysis of a baseline survey of WORTH group members conducted in Year 2. Of the 3,224 female respondents in six districts, 71% reported that their husbands were the primary financial supporters of their families and 83% that their monthly household income was less than NPR 10,000. Of 1,080 respondents who had a serious illness in their household during the past year, 561 (52%) reported taking some sort of loan to pay for treatment. Only 25% of the respondents were engaged in micro-enterprises, 68% of which were agriculture or animal husbandry-related. Only 38% of the respondents reported having knowledge of financial record keeping, and 46% had participated in group activities related to community development. These data show that WORTH group members represent women of limited income, savings, and financial literacy, and that there is significant scope for their increased community participation. A results survey planned for Year 4 will examine the impact of WORTH activities on the lives of these women.

##### *Community Orientation and WORTH Group Formation*

During the year, EWs affiliated with SB's WORTH NGO partners led 114 half-day community orientations for local CACs in Phase 1 VDC wards. These orientations aimed to build trust at the local level and introduce stakeholders to the WORTH model. A total of 4,224 local stakeholders (3,724 female, 500 male) attended the orientations, including community leaders, VDC secretaries, WCF members, social mediators, and representatives of other village groups. Based on the discussions, SB formed 99 new WORTH groups in 58 Phase 1 VDCs. EWs will continue to work with these new groups through Year 4 to build their capacities for sustainability.

##### *Literacy Classes*

EWs and Literacy Volunteers facilitated 1,671 literacy classes for WORTH group members. The classes continue for 72 weeks, with roughly three chapters each month. They are conducted using picture cards and a variety of textbooks, which take into consideration the range of literacy levels among participants and include topics related to village banking, business management, and social issues such as GBV, child marriage, reproductive health, and human trafficking. WORTH NGOs conducted two orientations for 111 Literacy Volunteers to enable them to lead literacy classes. The orientations focused on theory, practical writing skills, and the use of role play and storytelling as pedagogical tools. To date, WORTH NGOs have trained a total of 352 Literacy Volunteers.

### *Savings and Loan Activities*

During the year, 5,952 WORTH group members in SB's six original districts accumulated NPR 4,443,379 through mandatory and voluntary savings, interest earnings, group income, fines, and penalties. Loans of NPR 10,468,692 were issued to 3,380 group members to start businesses in areas like retail, vegetable farming, animal husbandry, and candle-making. WORTH group members started 947 businesses during the year. For example, Mrs. Chinki Tharu of the Chetna WORTH group took a loan of NPR 5,000 which she invested in potato seeds. She was able to earn NPR 15,000 within the first month after she received her loan. Today, her average daily income is NPR 500-600.

### *Management Committee Training*

In the first quarter, SB organized management committee training for key staff, board members, EWs, interns, and WEG members. The training for key staff and board members familiarized participants with the WORTH model and accounting system, whereas the training for 23 EWs and 10 interns covered the skills required to guide WORTH management committees and transfer knowledge about the WORTH model. The trainings were attended by 694 out of the 904 WORTH management committee members. Later in the year, SB also conducted management committee refresher trainings for key staff and group members to review the village bank management and accounting systems and identify challenges faced by staff and group members. The foci of the trainings were adjusted based on needs identified during group monitoring; for example, better bookkeeping skills.

### *Life Skills and Social Mobilization Training for EWs and Interns*

In April, SB conducted training for 23 EWs and eight interns on skills necessary to identify available local resources and build linkages between WORTH groups and local government service providers. Subjects included communications and creative and analytical thinking skills. Interns had the opportunity to participate in the training so that they could better identify local issues, help groups to design participatory action plans, and motivate communities to advocate for their basic needs and rights. Additionally, participants learned about the VDC planning and budgeting processes, and methods for mobilizing WORTH groups to advocate on issues such as polygamy, GBV, and women's right to education.

### *Micro-enterprise Training*

SB conducted a total of 82 micro-enterprise trainings for 2,036 WORTH group members. The sessions helped women to identify the types of businesses appropriate for them, analyze the risks involved, create a marketing strategy, and plan the pricing of their products. Emphasis was placed on helping women to raise their incomes and respond strategically to gaps in local markets.

### *Skill-building Training*

SB provided skill-building training to 2,932 members of 103 WORTH groups. Participants were split into groups based on their business interests and were taught skills in income generating activities such as goat and buffalo raising and mushroom farming. Following the trainings, many participants started micro-enterprises. For example, nine members of the Pargati Women Samudayik Group of Samsergunj, Banke invested NPR 100 each in seeds which they used to start a mushroom farm. Each investor received 19 kg. of mushrooms, with each kg. sold for NRs. 200. After expenses, each investor received a profit of NPR 405. Profits are expected to rise when mushroom season recommences.

As a complement to the skill-building training, SB provided equipment and material support to

women interested in starting businesses, but who did not have adequate capital to invest. The support ranged from NPR 25,000 to 50,000 per WORTH group, and was used for purchasing mushroom farming equipment, rope binding machines, chicken shelters, sewing machines, and other equipment and materials. The recipient entrepreneurs were then responsible for repaying the WORTH group in installments. Data on equipment and material support and the returns will be available in Year 4.

#### *Capacity-building on Peace Promotion, Transparency, and Accounting*

SB provided training to 450 WORTH group members on the skills necessary to maintain a peaceful environment in both the group and community at large. Themes included conflict reconciliation, gender equity and women's empowerment, and group management and leadership. In Belahari VDC, Banke, the Unnati Women Group and the Belahari Junkie Women Group used the skills they acquired to successfully negotiate the repair of a broken bridge in their community.

#### *Linkage, Networking, and Sustainability Training*

WORTH NGO partners led 18 Linkage, Networking and Sustainability trainings for 465 participants. These trainings helped WORTH groups connect with local government agencies so that they will be able to sustain themselves after the SB project has ended. Representatives from government agencies including District Agriculture Development Offices, Women and Children Offices, District Livestock Service Offices, and others described the services they offer, benefits available for local community members, and the process through which services can be secured.

#### *Organizational Capacity Assessment*

WORTH NGOs facilitated 144 OCAs of WORTH groups with 3,178 participants in total. OCAs require group members to conduct thorough self-assessments to help ensure the sustainability and participatory nature of their groups. Weaknesses identified in the OCAs included: incomplete understanding of the WORTH model, a lack of participatory decision making, and unequal applications of rules and regulations. Once weaknesses were identified, group members created 100-day plans to address them. WORTH NGOs also organized 61 OCA refresher sessions attended by 1,367 group members to verify steps the groups had taken to address weaknesses.

#### *Quarterly Review and Reflection Meetings*

Four Quarterly Review and Reflection Meetings were conducted with key staff, EWs, and executive board members of WORTH NGOs in Banke, Bardiya, Kanchanpur, Kailali, and Surkhet districts. The objective of the reviews was to create an environment where ideas and challenges could be shared, and best practices scaled up. The next quarter's work plan was prepared jointly during these meetings, incorporating recommendations and suggestions of the participants.

#### *105<sup>th</sup> International Women's Day*

On March 8, 2015, WORTH NGOs organized or supported 44 celebrations of the 105<sup>th</sup> International Women Day in 36 VDCs in Banke, Bardiya, Kanchanpur, Kailali, and Surkhet districts. Celebrations included rallies, discussions, dance programs, meetings with religious and local leaders, and folk singing competitions. The celebrations provided an opportunity to raise awareness about women's rights and GBV in local communities. Several thousand women are estimated to have participated in processions within these districts.

### *Social Initiatives Led by WORTH Groups*

WORTH groups led 45 social initiatives in 29 VDCs, including advocacy for better sanitation; the repair of canals, bridges, and roads; the creation of boundaries around forests; combatting GBV; securing the rights of landless women; prevention of child marriage and polygamy; and promotion of school enrollment; among others. WORTH members in Banke, Bardiya, Kailali, and Kanchanpur participated in Open Defecation Free Campaigns, helping to prevent disease by increasing the use of toilets in their communities. For example, women of Paragatishil Mahila Aarthik Sasaktikaran Samuha in the VDC of Indrapur led discussions on sanitation and clean drinking water that led four attendees to build toilets in their homes. In addition, WORTH NGOs organized activities around the “16 Days of Activism Against Gender-Based Violence” campaign. WORTH groups increasingly referred cases of conflict to their local CMCs.

### *District-level Quarterly Monitoring Visits*

WORTH NGOs carried out four district-level quarterly monitoring visits with 107 participants (30 female, 77 male). The visits were focused on sharing achievements, lessons learned, challenges, and recommendations for smooth implementation. During the visits, WORTH groups had the chance to share successful strategies for obtaining support from government agencies.

### *Semi-Annual Reviews*

WORTH NGOs conducted VDC-level semi-annual review meetings to assess achievements and challenges and share best practices. These reviews were conducted in 47 VDCs and included 1,589 participants (1,240 female, 812 male). In each meeting, group members presented their progress and activities directly to stakeholders and collected feedback.

### *WORTH Group Member Involvement in Local Governance*

In Year 3, 473 WORTH group members participated in WCFs. Of these, 244 were Terai/Madhesi Janajatis, 98 Hill Brahmin/Chhetris, 55 Hill/Mountain Janajatis, 51 Hill Dalits, 10 Terai/Madhesi Dalits, 6 Religious Minorities, 1 Terai/Madhesi Brahmin/Rajput and 8 Terai/Madhesi Other Castes. Twenty-six WORTH group members held WCF positions: 13 coordinators, five sub-coordinators, two secretaries, one treasurer, and five executive members. This is a substantial improvement over Year 2, when 123 WORTH group members were involved in WCFs, and 10 held leadership positions.

### *GESI in WORTH*

In forming WORTH groups, SB reaches out to the most marginalized women in terms of caste, ethnicity, and their access to income and livelihood options. Marginalized groups are represented by 4,325 (73%) of 5,952 WORTH group members.<sup>5</sup> WORTH activities are focused on strengthening women’s leadership, economic literacy, and group management skills. Out of 452 Literacy Volunteers, 324 are from marginalized groups. During Year 3, WORTH group members were involved in local development activities as well as social campaigns. Their experience in group activities helped position them to participate in WCFs and local planning processes, as discussed above. The success of WORTH group members in accessing local resources is discussed below under Objective B.

## **2.2.5 Youth in Development**

By engaging with youth and developing their capacities, SB aims to foster greater inclusion of youth in local planning and development. This year, SB partner Youth Initiative (YI) formed 35

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<sup>5</sup> Excluding Hill Brahmin/Chhetri, Terai/Madhesi Brahmin and Newar.

new Local Youth Groups (LYGs) and 35 CMUs, which played critical roles in establishing youth agenda and encouraging youth participation in local planning and development. A total of 1,567 youth (469 female, 1,098 male) participated in LYGs and CMUs. YI conducted 12 training events on governance and accountability to build youth knowledge about local government planning processes and increase their participation in the upcoming planning cycle, which begins in November 2015.

#### *Local Youth Groups*

During this reporting period, SB's partner YI formed 35 new Local Youth Groups (LYGs) in Phase 2 VDCs, for a total of 92 LYGs in SB project areas. LYGs include youth representing all wards in each SB project VDC. They are supported in identifying youth issues in their communities and facilitating youth participation in the local decision-making process. A total of 1,378 persons (720 female, 658 male) participated in LYGs during the year.

#### *Community Management Units*

YI also formed 35 new CMUs in Phase 2 VDCs, for a total of 92 CMUs in SB project areas. A CMU is a VDC-level forum comprising representatives of activist groups and community organizations and providing a venue for youth to engage with the larger community. A total of 1,372 persons (481 female, 891 male) participated in CMUs during the year. Of these, 7% were from the Dalit community. CMUs have the potential to mainstream youth agenda and bridge the gap between LYGs and organizations such as WCFs, VDC Councils, local users' groups, and development organizations. YI conducted six workshops to strengthen CMUs in which 145 participants (65 female, 80 male) analyzed their roles in the planning process and discussed strategies.

#### *Governance and Accountability Training*

In June, YI conducted 12 trainings on governance and accountability for 165 members (85 female, 80 male) of LYGs and District Youth Networks (DYN) in all six SB districts. Facilitated by representatives of local VDCs, District Development Councils (DDC), and NGOs, the trainings strengthened youth knowledge about local governance systems and the local-level planning and oversight processes, which eventually resulted in increased community actions (732 community actions) and participation in the planning process (245 youth from all 58 LYGs). The effects of the training will also be seen in the implementation of social accountability tools in Year 4. Subjects discussed included good governance, social accountability, corruption, transparency, the 14-step planning process, and the role that youth can play in local development. The training is expected to increase meaningful participation by youth in the upcoming planning cycle, which starts in November 2015, and in social accountability forums throughout the year.

#### *Life Skills Refresher Training*

In order to promote youth's constructive engagement in local governance processes, not only it is important to build youth's capacity in the areas of local governance and advocacy but also in communication, leadership, and creative thinking. In May and August 2015, YI conducted six two-day Life Skills Refresher trainings for a total of 147 participants (66 female, 81 male) from SB's 58 Phase 1 LYGs. Subjects covered included problem-solving, decision-making, critical and creative thinking, communication skills, leadership, self-awareness, and stress management. Many of the youth participating in these programs have assumed leadership roles in their VDCs. For example, Chandra Dangi of Mahadevpur VDC, Banke, began coordinating with the VDC to track the expenditures of a mothers' group. Govinda Khatri of Surkhet led his LYG in advocating for greater youth employment, the participation of youth in the planning process, and an end to child marriage. It is anticipated that the impact of the



training will be seen in increased community actions (as noted above under CDA) or constructive engagement on part of youth, which will be elaborated in upcoming reports.

#### *Evidence-Based Advocacy Training*

In June, YI conducted 12 three-day Evidence-Based Advocacy trainings for 144 LYG members (92 female, 52 male) in all SB project districts. The objective was to help participants design, implement, and monitor advocacy campaigns or activities in their communities. Action plans developed by the participants focused on issues like child marriage, drug abuse, child labor, and accountability. For example, based on their action plan developed during the training, the LYG of Shankarpur, Kanchanpur, wrote and performed a street drama to raise awareness about child labor.

#### *Entrepreneurship Development Training*

In September, YI organized 18 entrepreneurship development trainings with 400 participants (184 female, 216 male). Additionally, YI organized six follow-up meetings to learn about the participants' economic activities and the challenges they face. The follow-up meetings revealed that a total of 178 EDT participants (68 female, 110 male) had started or expanded their own businesses during the year. Businesses include fisheries, poultry farms, grocery shops, rope making industries, and tailoring. During the meetings, successful youth shared their experiences with those who had not yet been able to find employment or start businesses. An entrepreneurship development expert assisted them in reformulating their business plans.

YI organized two one-day consultations for the districts of Banke and Dang with DYNs, local government officials, district-level organizations that provide vocational training, and other relevant stakeholders. The 32 participants (26 female, 6 male) assessed youth entrepreneurship opportunities in those districts to guide YI's training and placement.

#### *Community Development Activities*

LYGs organized a total of 732 community development activities with 23,713 participants (10,931 female, 12,782 male). Of these participants, 38% were from Hill Brahmin/Chhetri communities, 29% from Terai/Madhesi Janajati communities, and 13% from Hill Dalit communities. Examples of activities include: campaigns for increased school enrolment, a LYG-organized VDC monitoring program, a door-to-door program for declaration of an Open Defecation Free Zone, and a speech competition on the subject of corruption. Additionally, local youth helped develop infrastructure and contributed to the maintenance of local roads and bridges damaged by natural disasters. The activities increased collaboration between LYGs and VDCs. Eighty-four percent of SB project VDCs have now allocated a portion of their budgets both to vocational trainings and capacity building sessions for LYG members, and to LYG-led users' committees which help to implement projects planned by the VDCs, such as the construction and maintenance of local infrastructure.

#### *Post-Earthquake Response*

LYGs, DYNs, and Regional Youth Networks (RYNs) in SB's six original project districts took a lead role in collecting relief materials for victims of the April and May earthquakes. The DYN of Dang, for instance, collected essential goods such as tents, clothes, food, and medicine, and organized a small program through which the DYN contributed these goods and to Dang's Community Development Office (CDO) and NPR 18,000 to the Prime Minister's Relief Fund.

### *National Youth Service*

YI launched its National Youth Service (NYS) program in Year 3 to place LYG members in local government offices to familiarize them with local government functions. Participants were recruited competitively, with representatives from each VDC and DDC assessing applicants based on oral and written examinations. Twelve NYS volunteers (5 female, 7 male) were appointed for five-month assignments during which they helped conduct day-to-day VDC tasks, such as managing libraries, preparing official documents, and generally assisting VDCs to provide routine services to citizens. Based on the positive response from government offices and the benefits gained by the current cohort, this activity will continue in Year 4.

### *International Youth Day Celebrations*

YI led several programs throughout SB's project districts to celebrate International Youth Day on August 12. This year's slogan was "Youth Civic Engagement." In total, 257 youth (96 female, 161 male) participated in different activities. In Banke, the DYN, Smart Clubs, and YI organized sanitation programs around Bageshwori Temple and distributed juice to roughly 400 patients and caretakers at Bheri Hospital, Nepalgunj Medical College, Phattebhai Hospital, and Western Hospital. In Dang, the DYN organized *Yuwa Shava* in which 41 youth (24 female, 27 male) in Ghorahi municipality shared their achievements and the historical background of International Youth Day. In Kailali, a meeting was organized focused on the meaning of youth participation in the reconstruction of Nepal. In Surkhet, a difficult political situation led youth to celebrate by giving a press release requesting that all youth play a creative and constructive role in maintaining peace in the district.

### *Youth Discussion Series*

The Youth Discussion Series focused on contemporary issues related to youth and governance with the aim of building a pool of future leaders by providing a platform for intellectual development. Sixty-four Youth Discussions were organized with 2,035 participants (762 female, 1,273 male). The series is planned and designed based on youth recommendations of topics and speakers (see **Annex 3, Figure 11**). The Youth Discussion Series has helped to inspire youth to be more actively involved in improving their communities. For instance, following a discussion of the role of youth in maintaining a clean environment, the DYN of Surkhet organized a one-day clean-up campaign at the district's Bulbule Lake. Additionally, LYGs in Bardiya led school enrollment campaigns after participating in a discussion on this topic. These examples demonstrate how the Youth Discussion Series has served as a springboard for volunteerism and the direct involvement of youth in community development.

### *Dialogue Series*

During the year, YI conducted 40 VDC-level dialogues aimed at assessing local needs and priorities, and developing long-term goals and plans of LYG community activities. There were a total of 1,550 participants (589 female, 961 male) in the series (see **Annex 3, Figure 12**). The dialogues focused on topics such as youth employment, local development, and gender equality, and helped youth to better understand government programs. At the conclusion of each dialogue, participants developed action plan with set tasks to address problems identified. For example, a dialogue held in August and September 2015 led Ujyaalo LYG in Surkhet to conduct programs aimed at reducing drug abuse among youths. Ujyaalo led a program to raise youth awareness about the dangers of drug abuse and organized sporting events to help youths build new social circles.

### *VDC-level Consultations*

In the third and fourth quarters, YI organized 52 consultations in Phase 2 VDCs in order to share information about SB's youth program with local stakeholders. The consultations were attended by 1,629 persons (466 female, 1,163 male), including VDC secretaries, representatives of political parties, teachers, local CBOs, and youth organizations. Feedback included recommendations that YI's budget be transparent, LYGs be designed in a way to be sustainable, and activities should focus on generating employment and self-employment among youth. YI will incorporate this feedback into its Year 4 work plan.

### *GESI in Youth Activities*

Following the GESI and learning reviews in the second and third quarters, YI focused on increasing the number of women in its activities. Sixty-one percent of participants in evidenced-based advocacy training and 51 percent of participants in governance and accountability training were women. YI was more deliberate about GESI considerations in the formation of LYGs in Phase 2 VDCs in contrast to its experience in Phase 1. In the LYGs formed in Phase 1 VDCs, 41% of LYG members were female and 59% were from marginalized communities. Out of 35 LYGs formed so far in Phase 2 VDCs, 62% of LYG members are female and 64% come from marginalized groups. However, there remains a need for improvement in other areas. Although, female participation in various activities is increasing, Hill Brahmin/Chettri groups continued to be over-represented in many organizations and activities, such as: life skills refresher trainings (46%), evidence-based advocacies (45%), and Phase 2 CMUs (42%) (see **Annex 3, Figures 13 and 14**). Contextual factors such as the migration of young men from marginalized communities to India play a partial role in the under-representation of these communities in the planning process. Still, YI will continue to prioritize improvement in GESI in order to ensure that the active and meaningful participation of young women and men from marginalized communities is increased at all levels. SB staff will continue to work with YI to identify specific challenges to GESI and design ways to improve participation of women and marginalized caste/ethnic groups in youth activities.

## **2.2.6 Media and Development**

During Year 3, media activities continued to strengthen the capacities of national and local radio production partners and engage listener populations around issues of local governance, conflict mitigation, and development. SB supported the production and broadcast of 461 radio programs and 12 public service announcements (PSAs) through its national and district-level programs, including 24,096 broadcasts of PSAs in earthquake-affected districts. EA implemented three radio platforms: *Naya Nepal (NN)*, and *Saathi Sanga Manka Kura (SSMK)*, and *Sajhedari*. It also supported 18 non-state news outlets in producing and broadcasting local and national radio programs. Eighty-one percent (CLFS score-Critical Learning Feedback Session score) of quality radio programs produced by these outlets addressed issues of local governance, youth, women, and marginalized groups.

### *Production and Broadcast of Naya Nepal and Saathi Sanga Manka Kura*

EA produced and broadcast 41 episodes of *NN* and eight episodes of *SSMK* during the year. The episodes were broadcast by 18 local partner FM Stations and Radio Nepal. *NN* covered a variety of topics, including good governance and local development, natural disaster response, the role of CMCs, women's economic empowerment through WORTH partners, feedback on the draft constitution, and youth in local development. *SSMK* featured the voices of local youth and VDC officials from various project districts. Some of the issues addressed



in SSMK episodes included human trafficking, child marriage, youth entrepreneurship, and International Women's Day.

#### *Content Advisory Group and Radio Strategic Advisory Committee Meetings*

Seven Content Advisory Group (CAG) and Radio Strategic Advisory Committee (RSAC) meetings were held during the year to collect suggestions for content for NN and SSMK programs and enhance quality. Twenty-five thematic experts, SB partners, local body representatives, government officials, and other stakeholders participated in the meetings (eight female, 17 male). Feedback from the CAGs led NN programming to incorporate information on CMCs and their relationship to VDCs, newly-announced municipalities and their functions, and land and home registration taxes.

#### *Production and Broadcast of Sajhedari*

EA supported eight local FM stations in producing a total of 412 radio episodes of the weekly, half-hour show *Sajhedari*. The episodes addressed issues related to local government, youth, women, and marginalized groups. In addition to 324 episodes in Nepali language, 70 episodes were produced in Tharu, 11 in Awadhi, four in Doteli, two in Ranatharu, and one in Achhami to ensure maximum reach. Radio episodes highlighted issues and voices from local communities and also featured news reports, mini-dramas, success stories, and audience commentary and feedback. This year, episodes also featured news on SB partner events, case studies, and best practices from partner activities. Local CAG meetings were organized by partner FM stations and attended by district-based SB partners. As a result of one such meeting, *Sajhedari* production partners' FM stations aired live broadcasts of public hearings in each district.

#### *Production and Broadcast of PSAs*

To provide affected communities with vital information related to earthquake recovery efforts and disaster relief, EA produced 7 PSAs on five themes (building safety, health, relief funds and timelines, house demolition, and post-earthquake challenges for women such as GBV) were broadcast a total of 10,600 times by more than 50 local radio stations in the 14 earthquake-affected districts. EA conducted a rapid assessment of PSA effectiveness in three districts: Dhading, Gorkha, and Lamjung. This assessment found that 72% of respondents "strongly agreed" that PSAs helped to provide them with more information and more than 90% of respondents reported having shared information learned from PSAs. Sixty-six percent of respondents reported taking action in response to PSAs on safe demolition, 75% on health and hygiene, and 34% on the relief funds for VDCs and Wards. Other PSAs were broadcast through EA's 18 partner stations on topics ranging from GBV to CMC services and the new draft constitution.

#### *Community Reporters*

EA-trained Community Reporters (CRs) are an important aspect of EA methodology as they serve as the eyes and ears of their communities, ensuring local voices and issues are heard. In June, EA conducted a five-day training workshop for 16 participants (six female, 10 male) in Surkhet. The training covered information about operating equipment, radio formats, and interviewing skills. The effectiveness of the training was assessed by testing the knowledge of participants against 11 indicators with pre/post-test measurements. In the post-test participants registered a 29% rise in knowledge on the topics covered.

#### *Radio Listeners Groups*

To date, EA has formed 175 Radio Listener Groups (RLG), with 100 groups in Phase 1 VDCs and 75 groups in Phase 2 VDCs. RLGs facilitate youth in coming together to listen to and discuss issues raised in the NN, SSMK, and *Sajhedari* radio programs. During the year, RLGs

conducted 2,157 bi-monthly meetings with groups led by trained facilitators. There was an increase in collective action by RLGs this year. For example, Ekta RLG in Kailali participated in the VDC council meeting and was allocated NPR 45,000 in response to its proposal for the construction of a community center. Sagarmatha RLG of Bijauri VDC, which is composed entirely of female members, approached the VDC secretary to request a drinking water pipeline for their community. The Water Supply Office provided pipes and the RLG members contributed their labor for laying the pipeline, providing drinking water for 12 households. In January, EA awarded 24 micro-grants to RLGs to encourage participatory action and foster RLG sustainability. Utilizing the grants, the RLGs organized workshops on skill development and conducted awareness-raising campaigns targeted toward RLG members, youth, women, and indigenous and marginalized communities (see **Annex 3, Figure 15**).

#### *Local Production Training*

In June, EA trained 16 FM station producers and managers (eight female, eight male) from eight partner FM stations in local production skills. The workshop included a critical review of the *Sajhedari* radio program produced by partner stations, and strategic planning for building capacity and producing quality radio programs on issues of local governance. Sixty-seven percent of participants felt they learned significantly from the workshop and 73 percent said they could apply the learning to their work. Eighty percent of participants rated the training “good” and 13% said it was “excellent” (see **Annex 3, Figure 16**).

#### *Training Female and Indigenous Journalists*

SB continued to enhance the capacity of women journalists to report more effectively on gender-related issues and utilize new media platforms. EA conducted a five-day training workshop for 18 female journalists from SB districts who had participated previously in other SB training programs. Pre/post test results showed that following the workshop 79% of participants had a better understanding of GBV knowledge and the skills needed for gender reporting.

In May, EA conducted skill-enhancement training for 20 indigenous and Madhesi journalists (12 female, eight male) to build their capacity to report on development and other issues affecting their communities. Pre/post test results showed a 10% gain in overall knowledge, and that 85% of participants felt they could apply what they learned to their work. Following the five-day workshop, each participant connected with other SB partners to write or produce two case studies/stories on issues facing their community. Due to political unrest, most participants were unable to complete their case studies during the year, but aim to in the next quarter.

#### *Critical Listening Feedback Sessions*

EA conducted four Critical Listening Feedback Sessions (CLFS) of *NN* to critically analyze the programmatic and technical quality of the program. SB partners and other stakeholders provided feedback on the format, presentation, topics, inclusion of diverse voices, and technical aspects of the program. EA also conducted 32 CLFSs at eight local production partner stations that analyzed the quality of the 412 radio programs produced during the year. Based on the CLFSs, this year witnessed an overall improvement of 21% in the stations’ program quality, content, presentation styles, topics, diversity of voices, information and educational value, linkage between state and society, and innovation and creativity.

*Figure 2. Difference in radio program quality scores: (baseline) vs. September 2015*

FM Station Name	Baseline	September 2015	Improvement (Difference)
Radio Naya Yug FM 107.3 MHz, Lamahi, Dang	68.5%	78.00%	9.50%
Tulsipur, Dang ( Tulsipur FM )	64.6%	88.02%	23.42%
Jagaran FM, 90.8 MHz Surkhet	52.3%	76.09%	23.79%
Radio Pratibodh FM 102.4 MHz, Kohalpur, Banke	48.1%	79.03%	30.93%
Radio Krishnasar 94 MHz, Nepalgunj, Banke	61.3%	72.05%	10.75%
Radio Gurbaba 106.4 MHz, Bansgadhi, Bardiya	34.2%	74.09%	39.89%
Radio Kailali FM 103.7 MHz, Sukkhad, Kailali	60.0%	82.09%	22.09%
Radio Mahakali FM 96.2 MHz, Mahendranagar, Kanchanpur	80.4%	89.03%	8.63%
<b>Average:</b>	<b>58.70%</b>	<b>79.80%</b>	<b>21.12%</b>

The scores indicate that there were improvements in quality programming, but still room for progress. To this end, in the coming year EA will provide additional capacity building training to station managers and producers, facilitate coordination and linkages between partner FM stations, monitor and support producers, and conduct production quality assurance training.

### *GESI in Media Programs*

SB promotes media content, RLG membership, and capacity building activities that are GESI-responsive. In Year 3, EA trained 175 community members (77 female, 98 male) as RLG facilitators, 73% of whom were from marginalized groups. The majority of the 2,150 RLG members were female (1,376). Of 412 episodes of *Sajhedari*, 88 (21%) were produced in local languages as discussed above. Partner FM stations also produced segments of the program in local languages with community voices. PSAs included content on women and GBV in the context of the 16 Days of Activism against GBV campaign, and gender-specific information for post-earthquake districts.

However, challenges remain. Partner station managers and head producers are predominantly Hill Brahmin/Chhetri male. Only six out of 16 CRs (37.5%) are female, and the majority (37%) is Hill Brahmin/Chhetri. To address these concerns, EA conducted training for 18 women journalists on GBV and 20 indigenous journalists. A deeper analysis shows that 50% of the women journalists were Hill Brahmin/Chhetri and 60% of the indigenous journalists were male, demonstrating EA's need to be more deliberately inclusive when selecting trainees in the future.

## **2.3 OBJECTIVE B: IMPROVE COMMUNITIES' ABILITY TO ACCESS RESOURCES FOR DEVELOPMENT**

Objective B is designed to assist communities with the inclusive creation of local plans, and improve access to a diverse range of resources for development assistance. SB has provided, through partner NGOs, technical assistance, training, and/or material support to achieve these ends. SB worked with communities, VDCs, and DDCs to develop plans that identify resources and strategies for leveraging them (e.g., Resource Management Plans and Revenue Assessments) as well as long-term visions for the productive use of these resources (e.g., VDC and District Periodic Plans). These documents are an important first step in improving communities' ability to access resources for development, and provide a foundation upon which future, updated plans can build.

## *Result 1: Inclusive Community Strategic Planning Processes Established*

### **2.3.1 Support of WCF/CAC Meetings**

While WCFs are mandated to meet bi-monthly, meetings are often infrequent in practice. In order to encourage WCFs to more actively perform their role as defined in MoFALD's Social Mobilization Guidelines, SB's governance NGO partners (G-NGO) facilitated a total of 1,063 WCF meetings with 22,936 participants (11,730 female, 11,206 male) during the year (see **Annex 3, Figure 17**). With the encouragement of SB, 391 WCFs produced annual action plans. SB also promoted the taking of minutes, resulting in 438 meetings since April with written minutes. Major items discussed in WCF meetings included VDC budget tracking, public audits, social campaigns, and the provision of resource mobilization guidelines.

SB takes a network strengthening approach to WCF meetings, encouraging its various partners to attend and facilitate WCF meetings. In each VDC, SB partners shared their program plans with community members and other partners. For example, CMs shared the benefits of community mediation with WCFs, RLGs, YLGs, and WORTH groups, promoting referrals and increased registrations at CMCs.

### **2.3.2 Orientation for Local Level Planning (WCF/CAC-level)**

Social Mobilizers (SM) led orientations on local-level planning, local government budget allocation procedures, and social accountability (SA) tools. At the orientations, they discussed the roles and responsibilities of WCF and CAC members, emphasizing their crucial function in empowering local citizens to participate in the planning process and hold government service delivery institutions accountable. SB supported 400 orientations involving 12,028 participants (6,128 female, 5,900 male). Following the orientations, WCF and CAC members reported a clearer understanding of their roles. Four hundred and thirty-eight WCFs monitored projects and development activities during the year, and 462 WCFs participated in the local-level planning process in their respective wards. SMs reported that 72 inactive WCFs became active and that women and Development Assistance Committee members had greater access to VDC services. These claims will be measured in the next Perception Survey Report in December 2015.

### **2.3.3. Orientation for Local Level Planning (VDC-level)**

SB took the lead in informing members of WCFs, CACs, and IPFCs about Local Bodies Resource Mobilization Guidelines, the local-level planning process, and project prioritization. G-NGOs conducted 96 orientations in 58 VDCs attended by 2,603 persons (1,229 female, 1,374 male), including representatives of IPFCs, WCFs, CACs, and other stakeholders (see **Annex 3, Figure 18**). Topics included the local-level planning process, resource mobilization, civic oversight, minimum conditions performance measures, and the roles of participating agencies. Before the orientations, annual planning had generally not been conducted in a timely manner (WCF-level) or with the full participation of stakeholders as mentioned in the guidelines. After the orientations, 18 IPFCs were reactivated and held meetings for the first time, and 47 VDCs and IPFCs started to follow guidelines on planning, resource mobilization, and project prioritization. Importantly, IPFC members are now seeking proactive participation in IPFC meetings, whereas previously the VDC Secretary would invite select participants for IPFC meetings who would often be local elites.

### **2.3.4 Support for *Ilaka*-Level Planning Workshops**

The purpose of *llaka*-level planning workshops is to discuss and select projects that involve three to five VDCs. Often, they are conducted without inclusive representation of stakeholders and government offices. This year, G-NGOs mobilized 333 WCF and IPFC members to participate in 42 *llaka*-level planning workshops. At the workshops, participants were able to advocate for their projects and ask questions about why specific decisions were made. SB sought to promote selection of worthy projects prioritized by VDCs, and to include more women and marginalized caste/ethnic groups in the workshops. Of the 333 IPFC and WCF members who attended the *llaka*-level workshops, 90 (27%) were women, and 140 (42%) came from marginalized caste/ethnic groups. SB will seek to improve these percentages during the coming year.

### **2.3.5 Inter-District Exposure Visits for WCFs/CACs**

SB supported inter-district exposure visits for 229 representatives (106 female, 123 male) of WCFs, CACs, and IPFCs of projects VDCs of Banke, Dang, and Kailali. Participants were given the opportunity to observe the performance of their counterparts in other districts and share effective strategies. For example, WCF representatives from Mahadevpuri VDC, Banke were inspired by flood preparation strategies in Patharaiya VDC, Kailali and are now aiming to replicate the successes.

### **2.3.6 Logistical Support for WCFs/CACs**

G-NGOs provided logistical support for 466 WCFs and 45 CACs throughout the original six SB districts. Support included the provision of metal boxes, registers, stamps, stamp pads, etc. required for WCFs to perform basic tasks. Most WCFs did not have materials to record minutes or equipment to store stationary prior to SB's support.

### **2.3.7 Support to District Information and Documentation Centers**

As requested by DDCs, SB supported District Information and Documentation Centers (DIDC) in all six original districts for the printing and distribution of strategic documents. A total of 1,000 copies of District Profiles and 250 copies of District Transport Master Plans (DTMP) were printed and distributed by courier to MoFALD, government ministries, and development partners.

## ***Result 2: Strategic Community Development Plans Established***

### **2.3.8 Periodic Village Development Plans**

SB provided both technical and financial support for the development of PVDPs in 42 VDCs during the year. The PVDP preparation process began in August 2014 and 41 draft copies were endorsed by respective councils in January 2015. The PVDP of Masuriya, Kailali is the only one that has yet received final endorsement. Others are expected to be endorsed during the coming year.

All of VDCs in SB project areas are committed to developing annual strategic plans based on their five-year PVDPs. During the year, SB worked with Helvetas/Link to develop a common manual and collaborate on the design and implementation of PVDPs in the VDCs where their projects are based. To avoid overlap in Banke district where both SB and Helvetas/Link work, it was agreed that SB would cover six VDCs in Phase 1 and eight VDCs in Phase 2 VDCs, with Helvetas/Link covering others. SB recruited consultants, provided data through local enumerators, helped build consensus among various stakeholders on the content of plans,



and coordinated with VDCs, line agencies, and local stakeholders. SB ensured the quality of PVDPs by reviewing drafts in a timely manner.

### **2.3.9 Village Profiles**

Village Profiles include the social, demographic, economic, physical, environmental, and institutional conditions and trends in a VDC and form the basis for PVDPs and annual plans. Although preparation of Village Profiles is required under the Local Self Governance Act (LSGA) 1999 and the Minimum Conditions Performance Measures (MCPM), few VDCs invest in profile preparation. SB assisted in the preparation of 55 Village Profiles during the year. Among them, 42 were approved by VDC Councils in January 2015 and used to prepare PVDPs and annual plans.

### **2.3.10 Resource Mapping and Management Plans**

SB supported 58 VDCs to prepare RMMPs. Of these, 46 were endorsed by their respective VDC Councils in January 2015 and used in formulating PVDPs and annual plans. Another 12 could not be endorsed due to the merger of those VDCs into new municipalities. Prepared under the leadership of IPFCs, RMMPs outline the political leadership, commercial interests and resources, and public-private partnerships that exist in a community. Discussion of the RMMPs in VDC and WCF meetings helped to raise community awareness about rights to natural resources and state services which are locally available.

### **2.3.11 Internal Revenue Assessment Plans**

SB supported 58 VDCs to prepare Internal Revenue Assessment Plans (IRAP), assessing revenue trends in past years and developing strategies for revenue generation. Of these, 46 were endorsed by their respective VDC Councils in January 2015 and used in formulating PVDPs and annual plans. Another 12 could not be endorsed due to the merger of those VDCs into new municipalities. The LSGA has a provision allowing VDCs to tax and charge for services; however, many VDCs are unaware of what taxes they are permitted to collect and rely instead on government grants. The IRAPs helped to create consensus among political parties, IPFC members, and local private sector actors on the identification of new revenue sources, including rate increases in VDC services. Based on SB assistance, internal revenue collected per project VDC increased between 20% and 189% during the year.

### **2.3.12 Local Disaster Risk Management Plans**

SB supported nine high- and medium-risk VDCs in Dang, Kanchanpur, and Surkhet to prepare LDRMPs analyzing the VDCs' vulnerability, presenting strategies for lowering the risk of disaster, and identifying resources which could be used to mitigate vulnerabilities. For example, in the VDCs of Gobardiha and Gangaparaspur in Dang, community members identified flooding as a potential disaster. In Gobardiha, they constructed levees to protect assets along the riverbank from being damaged. In Gangaparaspur, they stored box wire in order to construct artificial river banks to reduce the damage cause by floods. Both of these interventions were recommended by LDRMPs.

*Result 3: CBOs Advocate for Needed Resources for Financial, Technical and Commodity Support*

### **2.3.13 WORTH Group Participation in Planning and Local Development**

SB conducted three three-day capacity development trainings for 94 EWs and SMs in April to strengthen participation of women and marginalized group members in the planning process and implementation of local government-funded projects. EWs benefited from learning more about the work of SMs and the local planning process, while SMs benefited from learning more about the work of WORTH groups. Five WORTH groups were successful in acquiring funding for local projects during the year. In Binauna and Kamdi VDCs of Banke, WORTH members successfully advocated for road construction projects. A WORTH group in Sanoshree VDC of Bardiya was able to acquire NPR 25,000 for pig farming training. In Kamdi and Indrapur VDCs of Banke, WORTH members were appointed to users' committees to oversee local road construction projects. The WORTH groups played an active role in managing these projects, ensuring their successful implementation.

#### **2.3.14 Formulate and Review GESI Strategy of WCFs**

GoN has circulated guidelines to increase diversity within WCFs. SB worked with WCFs to incorporate new members, particularly women and members of other marginalized groups. During the year, 453 WCFs of VDCs and newly-formed municipalities reformed their committees to ensure the representation of all sectors of society, especially women and marginalized groups. SMs informed WCF members about the guidelines, helping them to understand the need for GESI approaches. For example, the guidelines prescribe that the WCF coordinator position must alternate annually between a male and female. Following SB's input during WCF reformation, representation of women and members of marginalized communities dramatically increased. In comparison to last year, the number of female WCF coordinators increased from 121 to 158 (30%), the number of key positions held by women increased from 168 to 436 (260%), and the total female representation increased from 5,371 to 5,933 (10%). Similarly, the representation of Dalits increased from 2,144 to 2,213 (3%), and the number of religious minorities represented increased from 468 to 482 (3%).

#### **2.3.15 Post-disaster Planning in Earthquake Affected Districts**

Between May and September, Pact consulted with government authorities in each of the six SB earthquake-recovery districts: Dhading, Dolakha, Gorkha, Lamjung, Makwanpur, and Ramechhap. In Dhading, Gorkha and Lamjung, Pact's local NGO partners conducted district-level orientation/consultation meetings with all relevant stakeholders including District Forest Offices, CDOs, LDOs, DDRC members, local political leaders, and government line agencies. Similar orientation/consultations were held in several target VDCs. While detailed post-disaster planning has been delayed due to the lack of an established NRA, Pact secured support from MoFALD instructing districts and VDCs to collaborate with SB's earthquake recovery programming. In Dolakha, Ramechhap, and Makwanpur, SB conducted scoping visits and began the competitive selection of NGO partners. During July and August, district-level consultations were held with CDOs, LDOs, and representatives of political parties, who concurred that the proposed SB interventions were of relevance to their districts.

With the arrival of an acting Senior Field Director in early September, post-earthquake activities accelerated. SB made significant progress in staff recruitment, strengthened partnerships with MoFALD and other implementing agencies, and made initial steps to commence small-scale infrastructure projects, including meetings with the VDCs of Manakamana and Jaubari in Gorkha to determine their specific reconstruction and rehabilitation needs. However, at the time of this writing progress is hindered by fuel shortages and the severely limited ability to travel to target districts.

## 2.4 OBJECTIVE C: IMPROVE COMMUNITIES' ABILITY TO EFFECTIVELY IMPLEMENT INCLUSIVE DEVELOPMENT PROJECTS

Under Objective C, SB provides technical assistance, resources, and training to institutionalize local government mechanisms for the transparent administration of funds, encourage the adoption of inclusive management systems, and establish systems to promote sustainable development results. In the absence of elected local bodies since 2002, SB is working with WCFs and other local formations so that citizens can voice their opinions and participate in local development processes to help reduce democratic deficits and spread “peace dividends.”

### *Result 1: Mechanisms for Transparent Administration of Funds Institutionalized*

#### 2.4.1 *Sajhedari Chautari* Meetings

*Sajhedari Chautari* meetings serve as a community-based self-monitoring tool, whereby SB's local partners present their work to local community members for feedback. This ensures the integrity and practicality of plans, and strengthens accountability to beneficiaries and stakeholders. SB conducted 346 *Sajhedari Chautari* meetings during the year which was attended by 6,441 citizens (3,140 female, 3,301 male). Participants included implementing partners at the VDC level and representatives from WCFs, CACs, IPFCS, LYGs, WORTH groups, CMs, political parties, and VDC officials. In each meeting, SB partners prepared action plans for the coming quarter. During the year, 19 VDCs committed to initiate and organize *chautaris* and conduct coordination meetings on their own, including other non-SB development partners.

#### 2.4.2 Training on Social Accountability Tools

SB conducted 39 training events on SA tools for a total of 1,040 representatives (446 female, 594 male) of Village Supervision and Monitoring Committees (VSMC), WCFs, CACs, IPFCS, WORTH groups, RLGs, LYGs, and VDCs, along with other community leaders (see **Annex 3, Figures 19**). The events covered the principles, importance, process of accountability, and specific SA tools such as public hearings, public audits, citizen charters, and participatory monitoring. Workshop participants gained the capacity to develop monitoring plans and checklists, and write reports during monitoring visits. The trainings helped to ensure public hearings and public audits were carried out according to MoFALD guidelines. Following the trainings, SB observed VSMCs monitoring projects funded by VDC block grants and also SB-supported micro-projects.

#### 2.4.3 Public Hearings

SB helped to facilitate 45 public hearings according to MoFALD guidelines in all six project districts. The hearings promoted VDC and service center accountability by creating an opportunity for citizens to question and give feedback on services. A total of 3,615 persons (1,382 female, 2,233 male) attended the hearings (see **Annex 3, Figure 20**).

In preparation for the hearings, SMs conducted Citizen Report Card surveys and exit polls at VDC offices in order to identify issues to be addressed. Previously, mostly men had participated in public hearings. SB helped diversify participation by using SMs and media to reach marginalized groups. The hearings were chaired by VDC secretaries and included



special guests from local service providers such as health posts, and agriculture and livestock service centers. Participants raised concerns and demanded clarifications from the concerned development partners and service providers. Some issues raised in the hearings included officials' frequent absence from their offices, perceptions of nepotism in selecting participants for training, the lack of proper budget allocations for women and Dalits, delays in social security fund provision, and the perception that too many projects are prioritized by IPFCs instead of WCFs.

After the hearings, 45 VDCs committed to organizing public hearings regularly in their VDCs, with government budget allocations for the events. VDC service centers and representatives from political parties promised to create action plans to address the issues raised by communities. VDCs and service centers subsequently demonstrated improvement in their responsiveness to communities, for example by staying open during office hours.

#### **2.4.4 Public Audits**

SB facilitated 57 public audits (PA) of micro-projects supported in project districts. A total of 3,449 participants (1,532 female, 1,917 male) took part in the audits (see **Annex 3, Figure 21**). Each PA was organized by the Implementing Partner Committee (IPC), which disseminated the procurement and expenditure details related to micro-projects. PAs are platforms through which beneficiaries have the opportunity to hold implementing partners more accountable. The process has empowered citizens to evaluate development activities in their communities, while containing potential corruption and other irregularities. PAs must be performed before the installment of a sub-contract is paid to the IPC, and beneficiaries must endorse details of the expenditures made during implementation of the project.

SB changed the way public audits function by adopting the government model and setting an example for other local government-funded projects. MoFALD initially developed and introduced the PA guidelines, but PAs quickly became a formality to trigger payment of VDC block grants without regard to the principles of participation and accountability. SB helped to demonstrate the value of this mechanism in making implementers accountable to beneficiaries.

#### **2.4.5 Joint Monitoring Visits**

Between December and July, G-NGOs organized 13 joint monitoring visits in project districts to enhance coordination, transparency, and learning about SB activities. A total of 302 participants (94 female, 208 male)—including SB partners, WCF/CAC members, VDC Secretaries, VDC-level political party representatives, DDC representatives, and journalists—participated in the visits. During each visit, SB partners gave briefings on their activities. Participants were familiarized with project activities, the status of implementation, and expected benefits.

#### **2.4.6 Video on the 14-Step Planning Process**

Increasing women and marginalized groups' participation in MoFALD's 14-step planning process is an important SB objective. To raise awareness and diversify participation, SB is producing a video to sensitize communities to the importance of the process and procedures. The MAHA Sanchar communication company was hired to produce the video starring its popular comedy duo Hari Bansha Acharya and Madan Krishna Shrestha. Filming is ongoing as of submission of this report- and is scheduled for completion in November, prior to the

annual local planning process, and will be shown in SB program areas and possibly on national television.

## Result 2: Inclusive Management Systems Adopted

### 2.4.7 Micro-projects for Community Development

SB's micro-projects continue to strengthen the capacity of communities to govern their own development process, while giving them access to scarce resources to address local priorities. Micro-projects were selected through a planning process that included a feasibility study, design, cost estimation, and VDC Council approval. During the year, micro-projects supported the construction of community buildings such as CMCs, vegetable collection centers, and child development centers. They also provided for the construction or repair of drinking water systems, irrigation canals, road improvements, schools, and public toilets (see **below, Figure 3**).

G-NGOs facilitated the formation of Implementing Project Committees (IPCs) according to GoN guidelines requiring at least 33% women and proportionate representation of marginalized beneficiaries. The IPCs advocated for technical, financial, and commodity support (see **Annex 3, Figure 22**), which helped to capacitate communities to raise funds and resources locally for other community development activities. Through the IPCs, communities also practiced transparency by posting hoarding boards, which displayed contact information for the IPC members, the number of beneficiaries, project cost estimates, the SB contribution, cost share, materials, and auditing plans. Project Management Committees (PMC) oversaw the quality and monitoring of project activities, and participated in a PA upon project completion.

During the year, SB identified 60 projects valued at \$285,918 that were approved by VDC Councils in 58 VDCs. Communities contributed an average of 5% in labor, while VDCs provided just over 2% of project costs. By the end of September, 56 projects were completed (see **Annex 3, Figure 23**). SB also made progress in finalizing 18 social initiatives that will be undertaken in Year 4. An example is in collaboration with Health for Life and District Public Health Offices, SB will utilize micro-projects to provide equipment for local health institutions.

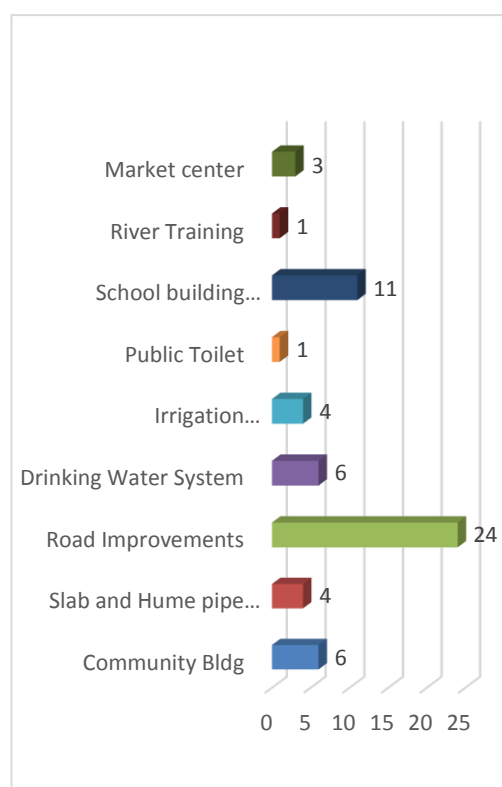


Figure 3: Micro-projects

### 2.4.8 Vocational Training

Youth labor migration is a growing phenomenon in Nepal that has the potential to erode communities. Under the premise that employed youth are more likely to remain in their communities and play roles in community development, SB provided vocational training to 403 youth during the year. PMCs were established to competitively select participants, with requests for applications announced in local print media, on FM radio stations, and through VDC offices.

Trainings were facilitated by a Nepali vocational training organization, F-Skill, which also conducted a labor market analysis and selected course offerings based on labor needs. Training events in 11 trades were up to 62 days long (see **Annex 3, Figures 24**).

During the training period, SB staff and partners conducted frequent monitoring visits to the training sites and adapted the trainings according to feedback from ongoing monitoring interviews. SB included a certification component for those who passed a government exam. Of 115 participants, 112 appeared for a skills test, results of which will not be available until Year 4.

#### **2.4.9 GESI Review**

In March and April, the GESI Manager conducted field work for a GESI review, which examined SB's efforts at implementing the key cross-cutting recommendations of SB's GESI Strategy (2013). (See **Annex 4** for findings and recommendations.)

#### *Result 3: Systems for Sustainability Established*

#### **2.4.10 Sustainability of Phase 1 CMCs**

Local funding of CMCs is important for their long-term sustainability. Thirty-five Phase 1 VDCs allocated funding for CMCs in this year's annual budgets, and others prioritized CMCs in their PVDPs. In addition, many VDCs provided space for CMCs free of cost. According to the CMC Operational Guidelines, all CMCs that have completed the minimum operation cycle must rely on VDCs for budget support. While Phase 1 CMCs are not yet fully supported by VDCs, contributions to date are encouraging. This year VDCs allocated NPR 2.43 million for 35 CMCs. Between now and January 2016 when SB completes activities in Phase 1 VDCs, it will continue to advocate with MoFALD for directing VDCs to support CMCs through their annual budgets. In addition, CMs are being encouraged to attend bi-monthly WCF meetings to discuss the importance of CMCs and advocate for funding through VDC block grants.

#### **2.4.11 PETS /Perception Survey**

During the third quarter, SB partner CECI began a ten-month Public Expenditure Tracking System (PETS) study in 58 VDCs across all six original SB districts. The objectives of the study are to: 1) develop a robust and accurate understanding of how and why selected funds (i.e., DDC/VDC block grants and CA development funds) flow from their point-of-origin to final expenditure; and 2) build the capacity of G-NGO partners to independently conduct PETS activities at the VDC and district level. CECI developed PETS instruments, including a questionnaire and guidelines for key informant interviews, household surveys, and focus group discussions. In September, SB conducted a ToT on PETS in Nepalgunj attended by 26 participants (5 female, 21 male) from G-NGO partners who will implement PETS. Data collection will begin in Year 4.

### **2.5 OBJECTIVE D: INCREASE THE ABILITY OF EXISTING AND NEW GOVERNMENT UNITS TO FUNCTION EFFECTIVELY**

During the year, SB coordinated extensively with MoFALD to support local government units in ways that enhance their efficiency and effectiveness, while ensuring greater public participation and access to services. In coordination with MoFALD and LGCDP, SB provided

support to three DDCs in preparing PDDPs. In addition, SB drew on its local networks, including WCFs and WORTH groups, to facilitate the participation of 1,195 citizens in public consultations on the draft constitution.

### *Result 1: Local government officials effectively carry out their mandate*

#### **2.5.1 Periodic District Development Plans**

SB supported DDCs in Banke, Kailali, and Surkhet to prepare PDDPs that were endorsed by their District Councils.<sup>6</sup> The plans were made with participation from all stakeholders and groups in the districts. PDDPs comprise two parts: the District Profile and the Strategic Document. The District Profile presents the socio-economic, infrastructure, environmental, geographic, natural resource, and institutional conditions of the district. The Strategic Document is a five-year plan describing goals and objectives, as well as the current situation, resources, and problems. These were the first three PDDPs that were prepared in a participatory way based on new guidelines issued by MoFALD. While PDDP workshops, consultations, and meetings included representatives of local government offices, the private sector, local NGOs, and international NGOs, SB made special efforts to ensure the participation of representatives from all marginalized groups, including youth and women.

#### **2.5.2 VDC Accounting Software Training**

SB collaborated with MoFALD to strengthen VDC financial management through the adoption of accounting software that replaces manual accounting. MoFALD and SB jointly organized a regional ToT event on VDC accounting software in March for 23 trainers (5 female, 18 male). After the ToT, the trainers facilitated 11-day trainings for a total of 229 officials (18 female, 211 male), including VDC Secretaries and assistants. After the trainings, four VDCs in Banke, two in Bardiya, and four in Kailali started to maintain computer accounting systems in the last fiscal year. According to the accounting sections of DDCs, all the VDCs will transition to computer-based accounting after the end of fiscal year 2015. More than 30 VDCs have already started to enter their annual budget plan data for fiscal year 2016.

#### **2.5.3 Vital Event Registration Software Training**

SB trained local government officials to use Vital Event Registration Software (VERS) so that citizens can more easily acquire documents related to vital life events such as births, marriages, divorces, and deaths required for their legal identity. For example, marriage certificates are required to properly register property ownership. Similarly, when divorces are not documented, women can lose access to property that provides their livelihood. Children have been refused public education as a result of missing birth, citizenship, or migration certificates.

In response to MoFALD's policy of reaching 100% VDC coverage in each district, SB collaborated with MoFALD to hold two training events on VERS for VDC and DDC officials in SB and non-SB VDCs of Kailali and Dang. A total of 68 officials (13 female, 55 male) attended the four-day training events. The training strengthened local human resources for software implementation. SB coordinated with LGCDP Information and Communication Technology Volunteers for follow-up with participants in their respective VDCs.

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<sup>6</sup> SB only supported three districts, because UNFPA supported Dang and Kanchanpur, and MoFALD supported Bardiya through LGCDP.

## *Result 2: Local government units and CBOs/CSOs collaborate to identify local development priorities*

### **2.5.4 Mobile Service Camps**

In remote VDCs, poor and disadvantaged citizens have limited access to government services. They are often unable to travel to district headquarters to visit government offices or afford lodging while there. To address this problem, SB facilitated one- and two-day mobile service camps in VDCs in Banke, Dang, Kailali, Kanchanpur, and Surkhet. SB implemented two types of mobile service camps. A total of 2,571 citizens benefited from Integrated Mobile Service Camps through which all government service providers came together in the VDC. Through Sectoral Mobile Service Camps, another 1,598 citizens benefited when SB partners facilitated services from one sector (such as veterinary services) based on specific community needs. A total of five Integrated Mobile Service Camps and 10 Sectoral Mobile Service Camps were facilitated between March and May. They included booths set up by DAOs, District Health Offices, District Education Offices, District Livestock Service Offices, District Post Offices, District Women and Children Offices, and District Drinking Water and Sanitation Offices. More than 2,600 domestic animals were serviced during the camps.

### **2.5.5 Participation in Public Consultations on the Draft Constitution**

In July, SB facilitated the participation of 1,195 project beneficiaries (504 female, 691 male) in public consultations organized by the Citizen Relations and Public Opinion Collection Committee of the CA. The participants, who included representatives from WCFs (571), CACs (75), IPFCs (131), and WORTH groups (127), enthusiastically offered feedback on issues ranging from the rights of women and marginalized groups to GBV. Demonstrating their concern for participation in local decision-making, they also voiced questions about the role of WCFs following local elections. All G-NGO and WORTH NGO partners mobilized beneficiaries for these events.

## **2.6. GESI INTEGRATION**

Based on SB's GESI Strategy, staff and partner organizations worked during the year to better integrate GESI approaches throughout project components:

### *Disaggregated Data*

SB conducted GESI-sensitive data disaggregation and analyzed GESI trends and gaps in program activities. An analysis of gender and caste/ethnicity data of membership among the various groups formed under SB identified where more efforts are needed. For example, when analysis showed underrepresentation of women and marginalized groups in LYGs, YI worked with LYGs to improve their diversity. Disaggregated data of office holders of LYGs also helped YI to ensure that women, youth, and marginalized community members assume leadership positions. SB will continue to deepen the analysis of disaggregated data and adjust programming accordingly.

### *Integration of GESI Messages*

GESI sessions and messages were integrated into all trainings. Sessions on power relations, equality and inclusion, and GESI-responsive project prioritization were made part of the orientation for SMs. SB monitored inclusion in ToT under all components and is striving

towards proportionate access to training opportunities for women and marginalized communities. Stand-alone GESI workshops are also being organized as needed.

#### Alignment with GoN GESI-Sensitive Policies and Provisions

SB supported the implementation of GESI provisions in various MoFALD guidelines within WCFs. For example, SB facilitated the reform of WCFs in alignment with the Social Mobilization Guideline, 2071, such that at least 33% of the members and management committee members are women, and the coordinator position alternates annually between a male and a female. Trainings and orientations on the local planning process highlighted the GoN GESI provisions where applicable, including guidelines around budget allocation and participation. In March, at the request of the GESI Specialist at LGCDP, SB staff provided input into MoFALD's draft Gender Responsive Budget Localization Strategy.

### **2.7 COORDINATION WITH USAID PARTNERS**

SB in Year 3 together with various USAID partners has started holding regular meetings at district level. The purpose of the coordination meetings was to avoid duplication of efforts and to optimize benefits through joint actions and exchange of information. The partners mainly included Hariyo Ban, Suaahara, Development Project Service Center, International Risk Management Institute, Knowledge-based Integrated Sustainable Agriculture (KISAN) and Nutrition, Health4Life, and SB. Although SB has identified two main areas of coordination: the implementation of social accountability tools and local planning process, there had been joint actions in the implementation of micro projects with KISAN and Health4Life. Similarly, at least six meetings have been organized in Year 3 including Banke, Kailali, and Dang. In Year 4, more frequent meetings will be organized in Banke.

### 3.0 Challenges and Constraints – Internal

#### **3.1 INTEGRATION OF ACTIVITIES AND PARTNERS**

SB works across multiple sectors with more than 20 partners and subcontractors working under the leadership of project staff based in Nepalgunj. Given that partners' program activities are diverse and cover a wide geographic area, it is an ongoing challenge to ensure coordination and integration across partners, sectors, and districts. Participants at the Annual Partners' Meetings in November 2014 recommended establishing an intranet for SB partners to share information. In the second quarter, Pact's Director of Knowledge Management, Sara Teitelman, and Mosaic Community Manager, Pamela Hobbs, visited Nepal to assess SB's knowledge management systems. They made recommendations to improve practices and held workshops for staff and partners to discuss common barriers to knowledge sharing and strategies to overcome them. Pact developed a web-based platform within Pact's intranet site, Mosaic, that facilitates information sharing and exchange among SB partner organizations.

#### **3.2 TERMINATION OF NGO PARTNER IN DANG**

SB suspended WORTH activities in Dang in November 2014 based on concerns about the performance and regulatory compliance of WORTH NGO partner, SUPER. SB initially took interim steps to build the capacity of SUPER to meet compliance requirements through visits from SB staff. An independent consultant was then hired to assist SUPER in strengthening its implementation procedures. When concerns remained, SB contracted an independent chartered accounting firm to examine SUPER's records. Based on findings, SB terminated its sub-grant award to SUPER in March 2015, and then contracted an independent consultant to resume WORTH activities in Dang in April 2015. During the third and fourth quarters, SB brought WORTH activities in Dang back up to speed and, following a competitive solicitation, secured a new NGO partner, BASE, to carry forward WORTH activities in Dang during Phase 2.



## 4.0 Challenges and Constraints – External

### 4.1. EARTHQUAKES

Devastating earthquakes rocked Nepal in April and May. While the expansion into six earthquake-affected districts provided SB an opportunity to contribute to post-disaster recovery, the initial startup in June also presented challenges. Senior staff were stretched thin as they focused on expansion into new districts while ensuring that activities in the original SB districts continued smoothly. They conducted scoping visits to earthquake-affected districts, held consultations with local government and other stakeholders, selected working VDCs, realigned the budget, and began recruitment of new staff. Start-up in the new districts delayed SB's support for strategic documents in non-SB VDCs (the other 50% of VDCs that USAID agreed to expand into with limited activities), along with sub-grants for Phase 2 NGOs. The sub-grants were delayed as the budget was temporarily realigned to support recovery work, based on USAID and MoFALD priorities.

### 4.2 POLITICAL DISTURBANCES

The implementation of SB activities was severely affected by political disturbances in August and September. In August, after the government announced the 16-point agreement on the Constitution, protests arose in Surkhet district in which one person died. Once the government retracted and proposed a seven-province model, protests erupted in other parts of the Mid- and Far West regions. Curfews were imposed in various parts of Banke, Dang, Kailali, and other regions of the Terai. Blockages along the Indian border followed, which halted the free flow of goods and supplies to the country. SB initially mitigated the negative impact of *bandhs* by diverting activities to locations where the situation was less distressed, including its new earthquake-affected districts. However, once fuel shortages began, travel to and within those districts also became constrained. As of the time of this writing, project implementation throughout SB's 12 project districts is severely constrained by lack of mobility due to fuel shortages.

### 4.3 VDCS MERGED INTO MUNICIPALITIES

MoFALD announced new clusters of municipalities across the country twice during Year 3. In December 2014, it announced 61 new municipalities in 37 districts, including nine in SB districts. After this announcement, based on advice from MoFALD, SB withdrew support from the merged VDCs for developing strategic documents (like PVDPs, etc.), but other efforts continued. In September 2015, the GoN announced the formation of an additional 26 municipalities, including nine in SB districts. At the time of reporting, 28 project VDCs (15 in Phase 1; 13 in Phase 2) in the original SB districts, and 3 project VDCs in recovery districts have been merged into 18 municipalities. The merging of VDCs has significantly reduced SB's project VDCs, but also created an opportunity to design new activities addressing municipalities. SB is in consultations with MoFALD and USAID about municipality-based activities in Year 4.

# 5.0 Financial Report

## Fiscal Year 2015 Summary of Expenditure by Quarter (October 1, 2014 to September 30, 2015)

S.N.	Budget Categories	Q1	Q2	Q3	Q4	Total FY15	Total Previous FY13-14	Cumulative Expenditure	Contract Budget
1	Personnel	140,396.03	170,555.76	182,846.12	184,141.50	<b>677,939.41</b>	830,820.22	1,508,759.63	4,143,173.00
2	Fringe Benefits	37,728.48	62,457.91	46,683.79	98,184.17	<b>245,054.35</b>	282,921.71	527,976.06	1,456,705.00
3	Consultants	39,764.63	37,048.37	14,890.61	32,451.09	<b>124,154.70</b>	347,762.33	471,917.03	966,529.00
4	Travel	46,234.46	42,710.78	25,481.28	41,333.17	<b>155,759.69</b>	284,393.15	440,152.84	1,230,865.00
5	Allowances	25,357.84	12,033.39	31,504.14	42,384.44	<b>111,279.81</b>	109,935.33	221,215.14	808,233.00
6	Equipment and Supplies	35,318.13	22,174.83	66,467.37	14,454.44	<b>138,414.77</b>	324,543.58	462,958.35	767,288.00
7	Contractual	484,076.36	730,942.15	1,293,256.59	889,541.14	<b>3,397,816.24</b>	3,249,362.61	6,647,178.85	18,861,474.00
8	Other Direct Costs	94,810.24	69,626.77	68,067.44	129,866.96	<b>362,371.41</b>	445,066.77	807,438.18	1,723,886.00
9	Indirect Cost	147,666.38	157,874.59	188,979.12	202,873.88	<b>697,393.98</b>	933,854.24	1,631,248.22	4,177,770.00
10	Fixed fees	30,927.50	43,986.73	29,746.60	28,556.85	<b>133,217.68</b>	192,638.14	325,855.82	933,577.00
<b>TOTAL</b>		<b>1,082,280.05</b>	<b>1,349,411.28</b>	<b>1,947,923.06</b>	<b>1,663,787.64</b>	<b>6,043,402.03</b>	<b>7,001,298.09</b>	<b>13,044,700.12</b>	<b>35,069,500.00</b>

FY15 expenditures totaled USD 6,020,533, or 92% of the budgeted amount. This was due to the postponement of several activities following the April/May earthquakes to ensure funds for new districts, and program delays in August and September due to political unrest.

As of September 30, 2015, most staff positions were filled, increasing personnel expenses compared to previous years. After the April and May earthquakes, SB increased its geographic coverage and set up a new field office in Anbu Khairani.

Under the Equipment and Supplies category, Pact spent \$138,414.77 to set up and operate the project office in Nepalgunj, coordination office in Kathmandu, and field office in Dhangadhi. At the end of the fiscal year, Dhangadhi's regional office was closed and a new regional office was established in Anbu Khairani to support the Western cluster of earthquake affected districts.

SB's contractual expenditures increased by 32% (from \$2,575,743 to \$3,397,816) compared with the previous fiscal year. This was the result of accelerating project activities in the original six SB districts and the six new districts in the Western and Central regions.

## 5.1 STAFFING

SB had 52 regular staff members as of September 2015. During the year, SB experienced turnover with the departure of several key staff, including the Operations Manager, Director of Finance, and Procurement Officer. SB filled vacancies for each of these positions. Six additional positions were also filled: GESI Manager, District Field Coordinators (4), Media Field Coordinator (1), and Finance Assistant (1). With the addition of six new districts in earthquake-affected areas, SB is establishing two new district field offices and recruiting 20 new staff. At the end of the fiscal year, seven of these positions had been filled. SB is still in the process of recruitment and hiring of 13 positions: Senior Regional Program Manager (1), Program Manager (2), Office Manager (2), District Field Coordinator (3), Finance Officer (2), Driver (2), and Cleaners/Cook (1).

SB continued to face challenges in recruiting female staff for top management positions. Of the total 52 staff members 31% are female and 69% are male. SB is dedicated to increasing female staff, as well as diversifying caste and ethnicity. See **Annex 3, Figure 25** for details on staff composition in terms of caste and ethnicity. GESI responsibilities are now included in all job descriptions for new positions at Pact and partner organizations.

# ANNEXES

## ANNEX I: PROGRESS AGAINST WORK PLAN

Sajhedari Bikaas (AID-367-C-13-0003)

FY2015 (Year 3) Work Plan Status

<b>YEAR 3 WORK PLAN TRACKER (OCT. 2014 to SEP. 2015)</b>	Completed	
	Ongoing	
	Postponed	

Activity	Lead	Status	On Schedule?	Remarks for not conducting planned activities
<b>Monitoring and Evaluation</b>				
Conduct RDQA monitoring	Pact	Completed	Yes	
Review CDCS and adjust PMP indicators	Pact	Ongoing	Yes	Under review by USAID.
Orient LNGOs on PBMS	Pact	Completed	Yes	
Train LNGOs on result-based monitoring and evaluation	Pact	Completed	Yes	
Convene quarterly progress review and planning workshops	Pact	Completed	Yes	
Conduct thematic outcome assessments	Pact	Completed	Yes	Three completed; the first assessment was conducted in Q1 on the theme of youth mobilization; the second was conducted in Q2 on the theme of mediation; the third was conducted in Q3 and included multiple themes such as WORTH and community development, participatory planning, and media and governance; the fourth assessment could not be conducted due to protests in the Terai.

Convene OPI review and reflection meetings	Pact	Completed	Yes	Baseline was conducted in January 2015 with all partners and followed up in June-July 2015 with national partners. Follow-up with local partners was delayed due to ongoing protests and will take place in Y4.
Assess/orient SB and partners on knowledge management	Pact	Completed	Yes	
Orient LNGOs on participatory monitoring (MEAL)	Pact	Ongoing	No	Shifted to Year 4 following earthquakes and political unrest; SOW finalized and consultant will be recruited in December, 2015.
Conduct joint monitoring visits with project stakeholders	Pact	Postponed	No	While 13 district level joint monitoring visits took place, the one scheduled for national level actors could not take place due to time constraints of various government actors. It was then planned in Q4 but had to be postponed again due to protests and fuel shortages. The visits will take place in Y4.
Document case studies/success stories	Pact	Ongoing	Yes	Case studies are being shared on a quarterly basis with USAID.
Conduct GIS mapping	Pact	Ongoing	Yes	Maps produced are shared with USAID through quarterly reports; maps are updated on an ongoing basis as districts are added and VDCs are merged into municipalities.
Announce RFA for biannual perception surveys	Pact	Completed	Yes	
Conduct bi-annual perception survey	Pact	Ongoing	Yes	Perception Survey III commenced in June, but faced obstacles because of ongoing protests. Data collection completed and the first draft report will be available in November 2015.
Submit quarterly report	Pact	Completed	Yes	
Submit annual report	Pact	Completed	Yes	
<b>Objective A: Enabling environment for community development established</b>				
Conduct SMS-based conflict-mapping and reporting	Pact/ CeLRRd	Completed	Yes	
Conduct quarterly conflict assessments	Saferworld	Completed	Yes	
<b>Alternative Dispute Resolution (ADR)</b>				
<b>Phase 1 VDCs</b>				
Operate CMCs	CeLRRd	Completed	Yes	

Recruit and train new CMs (vacant positions)	CeLRRd	Completed	Yes	
Convene VDC-level monthly and quarterly CM meetings	CeLRRd	Completed	Yes	
Organize regional review and reflection workshop	CeLRRd	Completed	Yes	
Conduct group mediation training for CMs	CeLRRd	Completed	Yes	
Print basic mediation manual	CeLRRd	Completed	Yes	
Orient selected traditional dispute resolution practitioners	CeLRRd	Ongoing	Yes	Of 21 planned orientations and trainings, 17 were completed. The others were postponed due to protests and fuel shortages. A total of 495 participants (85 female, 410 male) were trained. The remaining training will be conducted in Q1 of Y4.
Conduct CMC assessment and handover CMCs to VDCs	CeLRRd	Ongoing	Yes	CMCs in Phase 1 are extended to December 2015. CMC assessment tools developed. Information collection is in process. Will be completed in Q1 of Y4.
<b>Phase 2 VDCs</b>				
Consult district- and VDC-level stakeholders meetings )	CeLRRd	Completed	Yes	
Select and train new CMs based on GESI guidelines	CeLRRd	Ongoing	Yes	Of 43 planned basic mediation trainings, ongoing protests meant that only 37 were completed. 930 new CMs (390 female, 540 male) were trained, and at least 675 new CMs will be mobilized in Q1 of Y4. The remaining training will be conducted in the next quarter.
Establish new CMCs	CeLRRd	Ongoing	Yes	Only 32 new CMCs were established out of the 43 planned because of the ongoing protests. The remaining CMCs will be established in Q1 of Y4.
Initiate social marketing (billboards, school-based campaigns, etc.)	CeLRRd	Ongoing	Yes	Only 28 events of door-to-door campaigns out of the planned 43 were organized because of the protests. The remaining campaigns will be implemented in Q1 of Y4.
Operate new CMCs	CeLRRd	Ongoing	Yes	Only 32 CMCs out of the planned 43 were established. The remainder will be established in Q1 of Y4.
Convene quarterly VDC-level practice sharing meetings	CeLRRd	Ongoing	Yes	Only 248 VDC-level meetings were conducted in 32 CMCs because of the ongoing protests.
Develop GBV protocols for CMCs	TAF	Completed	Yes	

Develop curriculum for GBV case management	TAF	Completed	Yes	
Organize ToT on GBV case mediation	TAF	Completed	Yes	
Train CMs on GBV case mediation	TAF	Completed	Yes	
Monitor GBV cases/sharing workshops	TAF	Completed	Yes	
RFA for mediation/judiciary assessment	Pact	Postponed	No	Will be rolled out in Year 4. It was postponed as SB focused on earthquake recovery. However, CeLRRd monitored how CMCs have affected caseloads of district courts. Please see 2.4.10 for a short narrative.
Assess community mediation/judiciary	Pact	Postponed	No	Same as above.
<b>Women's Economic Groups (WORTH)</b>				
<b>Phase 1 VDCs</b>				
Conduct GESI refresher training for NGOs	Pact	Completed	Yes	GESI sessions were integrated into capacity building training of EWs.
Conduct Management Committee refresher for NGOs	Pact	Completed	Yes	
Conduct life-skills and social mobilization training for NGOs	Pact	Completed	Yes	
Conduct Management Committee training for EWs and groups	Pact	Completed	Yes	
Orient EWs on 14-step planning process	WORTH-NGOs	Completed	Yes	
Conduct 15 skill-building training packages for groups	WORTH-NGOs	Ongoing	Yes	127 WORTH groups completed on schedule; training for additional 99 groups, which were formed in March-July, 2015, will be completed by September 2016.
Conduct weekly literacy classes	WORTH-NGOs	Ongoing	Yes	This is ongoing and on schedule.
Conduct training for groups on networking and sustainability	WORTH-NGOs	Ongoing	Yes	127 WORTH groups completed on schedule; training for additional 99 groups which were formed in March-July, 2015, will be completed by September 2016.
Mobilize interns to mentor women's groups	WORTH-NGOs	Ongoing	Yes	First batch of eight completed 10-month internships; the second batch of eight will be completed in December 2015.



Conduct periodic mobile workshops	WORTH-NGOs	Completed	Yes	
Coordinate International Women's Day activities	WORTH-NGOs	Completed	Yes	
Conduct quarterly stakeholder consultations	WORTH-NGOs	Completed	Yes	
Finalize impact survey reports	WORTH-NGOs	Postponed	No	All WORTH NGOs drafted reports. A consultant was hired to compile data and finalize the reports, but due to ongoing protests field visits could not be carried out for verification. The final report will be ready in Q2 of Y4.
Convene semi-annual VDC-level review and reflection workshop	WORTH-NGOs	Completed	Yes	
<b>Phase 2 VDCs</b>				
Assess and select women's groups (including literacy)	WORTH-NGOs	Postponed	No	USAID approval for grants pending and activities will start from October 1, 2015.
Conduct EW training to launch WORTH	WORTH-NGOs	Postponed	No	Same as above.
Conduct Management Committee training	WORTH-NGOs	Postponed	No	Same as above.
Conduct accounting and management training for groups	WORTH-NGOs	Postponed	No	Same as above.
Conduct 15 skill-building training packages for groups	WORTH-NGOs	Postponed	No	Same as above.
Orient literacy volunteers for WORTH groups	WORTH-NGOs	Postponed	No	Same as above.
Conduct weekly literacy classes	WORTH-NGOs	Postponed	No	Same as above.
Conduct consultation visits to VDCs/DDCs and local stakeholders	WORTH-NGOs	Postponed	No	Same as above.
Conduct semi-annual VDC and NGO review and reflection workshops	WORTH-NGOs	Postponed	No	Same as above.
Conduct results' survey	WORTH-NGOs	Postponed	No	Same as above.

Mobilize interns to mentor women's groups	WORTH-NGOs	Postponed	No	Same as above.
Conduct periodic mobile workshops	WORTH-NGOs	Postponed	No	Same as above.
Conduct 16 Days' VAW Campaign VAW	WORTH-NGOs	Upcoming	Yes	
Conduct exposure visits	WORTH-NGOs	Postponed	No	Same as above.
<b>Youth in Development</b>				
<b>Phase 1 VDCs</b>				
Prepare and conduct life skills refresher training for LYGs	YI	Completed	Yes	
Prepare and conduct LYG governance and accountability training	YI	Completed	Yes	
Conduct Dialogue Series (include youth policy dialogue)	YI	Ongoing	No	Forty completed; 18 dialogues could not take place due to protests. Dialogue series will continue in Y4.
Prepare and conduct advocacy training for LYGs	YI	Completed	Yes	
Conduct Advocacy and Community Development Activities	YI	Completed	Yes	
Strengthening CMUs	YI	Completed	Yes	
Linkages with other SB components	YI	Ongoing	No	Four linkage activities completed out of six because of protests. This will be continued in Y4.
Initiate National Youth Service	YI	Completed	Yes	
Follow up with EDT participants	YI	Completed	Yes	
Celebrate International Youth Day	YI	Completed	Yes	
<b>Phase 2 VDCs</b>				
Organize VDC-level consultations	YI	Ongoing	No	Convened in 52 VDCs out of 57; remaining consultations will take place in Y4.
Conduct Youth Mapping	YI	Completed	Yes	
Conduct life skills training	YI	Ongoing	No	Only one out of six completed due to protests. Will be completed in Y4.

Conduct governance and accountability training for LYG	YI	Postponed	No	Was planned for the last quarter of Y3, but postponed due to protests. Will take place in Y4.
Conduct Dialogue Series	YI	Postponed	No	Was planned for the last quarter of Y3, but postponed due to protests. Will take place in Y4.
Conduct advocacy and Community Development Activities	YI	Ongoing	No	Only four conducted this year; YI will continue in Y4.
Strengthen CMUs	YI	Postponed	No	Postponed due to <i>bandhs</i> in September. To be completed in Y4.
Conduct linkage activities with other SB components	YI	Postponed	No	Postponed due to <i>bandhs</i> in September. To be completed in Y4.
Initiate National Youth Service	YI	Postponed	No	Postponed due to <i>bandhs</i> in September. To be completed in Y4.
<b>Media in Development</b>				
<b>Phase 1 VDCs</b>				
Produce central level radio programs - <i>Naya Nepal</i> and <i>SSMK</i>	EA	Ongoing	Yes	
	EA	Ongoing	Yes	
Broadcast <i>NN</i> and <i>SSMK</i>	EA	Ongoing	Yes	
Convene CAG and SAG meetings for <i>NN</i> and <i>SSMK</i>	EA	Ongoing	Yes	
Produce local level radio program - <i>Sajhedari</i>	EA	Ongoing	Yes	
Broadcast local level radio program - <i>Sajhedari</i>	EA	Ongoing	Yes	
Convene Local Level Content Advisory Group meetings - <i>Sajhedari</i>	EA	Ongoing	Yes	
Produce and broadcast PSA	EA	Ongoing	Yes	
Initiate Community Reporter (CA) activities	EA	Ongoing	Yes	
Initiate Community Action Researcher (CAR) activities	EA	Ongoing	Yes	
Convene RLG meetings	EA	Ongoing	Yes	
Conduct RLG facilitators' training	EA	Completed	Yes	

Build capacity of FM stations on governance	EA	Postponed	No	Postponed due to <i>bandhs</i> in September. To be completed in Y4.
Train indigenous journalists	EA	Completed	Yes	
Train women journalists	EA	Completed	Yes	
Select RLGs for micro-grants and award	EA	Ongoing	Yes	24 awards completed and closed; 25 awards starting October 2015.
<b>Phase 2 VDCs</b>				
Convene FM partners' meeting on Phase 2 program	EA	Completed	Yes	
Form and provide training to RLGs	EA	Ongoing	No	One of three RLG facilitators' trainings conducted and the remaining postponed due to the ongoing protests. The training will take place in Q1 of Y4. Seventy-five RLGs in Phase 2 VDCs are already established.
Train FM partners' on governance	EA	Postponed	No	The activity was planned for September 2015, but due to the ongoing protests it was postponed. This will take place in Q1 of Y4.
Train DDC/VDC officials on "Media as a Tool for Development"	EA	Postponed	No	This activity is postponed because of protests since it was difficult to coordinate with VDCs. It will be held during Q1 of Y4.
Convene Critical Listening Feedback Session	EA	Ongoing	Yes	This ongoing activity will continue throughout Year 4.
Conduct youth utilizing social media for development workshops	EA	Postponed	No	This activity is postponed because of the protests until Q1 of Y4.
Broadcast roundtable discussions	EA	Postponed	No	This activity is postponed because of the protests until Q1 of Y4.
Conduct Behavior Change Communication (BCC) workshop for FM stations	EA	Ongoing	Yes	Scheduled for November 2015 as in the original work plan.
<b>Objective B: Communities Access Resources for Development</b>				
<b>Phase 1 VDCs</b>				
Continue PVDP support	G-NGOs	Completed	Yes	
Activate and support Resource Mobilization Committees (RMC)	G-NGOs	Completed	Yes	
Revive VDC Monitoring Committees (quarterly meetings)	G-NGOs	Completed	Yes	

Provide technical support for VDC profile and annual plans	G-NGOs	Completed	Yes	
Provide technical support to WCFs and CACs	G-NGOs	Completed	Yes	
Support District Transport Management Plans	G-NGOs	Ongoing	Yes	Surkhet's DDC has finally approved the document and it is print-ready. It will be printed in November 2015.
Facilitate bi-monthly WCF and CAC meetings	G-NGOs	Completed	Yes	
Formulate and review GESI strategy for WCF	G-NGOs	Completed	Yes	
Conduct inter-district exposure visits for WCF and CAC members	G-NGOs	Completed	Yes	
Disburse micro- grants/sub-contracts for community initiatives	Pact	Ongoing	Yes	Out of 60, 56 micro grants were completed; four are in the final stages and will be completed by Q1 of Y4.
Mobilize Interns in governance NGOs	G-NGOs	Ongoing	Yes	This is an ongoing activity; so far 20 interns have been mobilized.
Conduct vocational training as per VDC priorities	G-NGOs	Completed	Yes	
<b>Phase 2 VDCs</b>				
Convene district- and VDC-level consultation meetings	G-NGOs	Postponed	No	This was postponed because of the protests; now planned for Q1 of Y4.
Orient SMs on resource mapping	G-NGOs	Postponed	No	Same as above.
Orient SMs on PVDP	Pact	Postponed	No	Same as above.
Orient SFs on PVDP	Pact	Postponed	No	Same as above.
Activate and strengthen RMCs	G-NGOs	Postponed	No	Same as above.
Support VDC profile preparation	G-NGOs	Postponed	No	Same as above.
Support VDC resource mapping and management plans	G-NGOs	Postponed	No	Same as above.
Support VDC revenue assessment and projection	G-NGOs	Postponed	No	Same as above.
Revive VDC Monitoring Committee (quarterly meetings)	G-NGOs	Postponed	No	Same as above.
Orient WCFs on role in CACs	G-NGOs	Postponed	No	Same as above.

Orient IPFCs on planning/resource mobilization/MCPM	G-NGOs	Postponed	No	Same as above.
Orient WCFs and CACs on PVDP	G-NGOs	Postponed	No	Same as above.
Convene focus group orientation on PVDP (women, youth, etc.)	G-NGOs	Postponed	No	Same as above.
Provide technical support for VDC periodic plans	G-NGOs	Postponed	No	Same as above.
Provide technical support to WCFs and CACs	G-NGOs	Postponed	No	Same as above.
Support WCFs to formulate GESI strategies	G-NGOs	Postponed	No	Same as above.
Orient enumerators for LDRMP	G-NGOs	Postponed	No	Same as above.
Support Ward-level resource outreach plans	G-NGOs	Postponed	No	Same as above.
Bi-monthly WCF and CAC meetings	G-NGOs	Postponed	No	Same as above.
<b>Additional VDCs (Non-SB)</b>				
Convene VDC-level consultation meetings on PVDP	G-NGOs	Ongoing	Yes	RFA released for consultant for Phase 2.
Orient VDC Secretaries, senior facilitators, G-NGOs, and SMs on PVDP	Pact	Ongoing	Yes	RFA released for consultant for Phase 2.
Support VDC Profile preparation	G-NGOs	Ongoing	Yes	RFA released for consultant for Phase 2.
Provide technical support for preparation of PVDP	Pact	Ongoing	Yes	RFA released for consultant for Phase 2.
<b>Objective C: Communities Implement Inclusive Development Projects Effectively</b>				
<b>Phase 1 VDCs</b>				
Convene <i>Sajhedari Chautari</i> meetings	Pact	Completed	Yes	
Orient IPFCs on planning/resource mobilization/MCMP	NGOs	Completed	Yes	
Conduct GOCA training for transparency, accountability, and inclusion	G-NGOs	Cancelled	Cancelled	As indicated in the last quarterly report, this activity was cancelled because of overlap with the social accountability activities that were previously implemented.
Conduct PMC training on micro-grant management	G-NGOs	Completed	Yes	

Announce RFP for production of video on 14-step planning process	Pact	Completed	Yes	
Conduct public audit of VDC grants	G-NGOs	Ongoing	Yes	Focus was switched to micro-grant PAs. 56 audits of micro-grants were completed. The remaining four will be concluded in Q1 of Y4.
Convene public hearings on Citizen Report Cards and Exit Poll Surveys	G-NGOs	Completed	Yes	
Produce video on 14-step planning process	Pact	Ongoing	No	Script has been recently approved; documentary will be ready by November 2015 depending on the political situation.
Conduct refresher ToT on social accountability tools	Pact	Postponed	No	This was postponed to Y4, because of increased work volume in the earthquake recovery districts.
<b>Phase 2 VDCs</b>				
Post Citizen Charters	G-NGOs	Postponed	No	This was postponed to Q1 of Y4, because of protests and the subsequent delays in requesting approval of grants from USAID. The activity will start from October 1, 2015.
Conduct Sajhedari Chautari meetings	G-NGOs	Postponed	No	This was postponed to Q1 of Y4, because of protests and the subsequent delays in requesting approval of grants from USAID and activities will start from October 1, 2015.
Train WCFs, CACs, other stakeholders on social accountability tools	G-NGOs	Postponed	No	This was postponed to Q2 of Y4, because of protests and the subsequent delays in requesting approval of grants from USAID and activities will start from March 15, 2016.
Conduct GOCA training for transparency, accountability, and inclusions	G-NGOs	Postponed	No	Because of similar nature, this has been replaced by social accountability tools. The contract with GoGo Foundation will rolled out in March 15, 2016.
Conduct PMC training on micro-grant management	G-NGOs	Postponed	No	This was postponed to Q3 of Y4, because of protests and the subsequent delays in requesting approval of grants from USAID and activities will start from April, 2015.
<b>Objective D: Existing and new Local Government Units Function Effectively</b>				
Develop and announce RFA for PETS/PEA	Pact	Completed	Yes	



Consultations with MoFALD on Public Hearing and Social Audits	Pact	Completed	Yes	
Conduct computer training on MoFALD software for VDCs	Pact	Ongoing	Yes	Out of 11 events, nine events were completed. Due to the ongoing protests, the remaining two will be conducted in November 2015.
Provide technical support for PDDP	Pact	Completed	Yes	
Provide equipment and training to DIDCs	Pact	Ongoing	Yes	Published DIDC document (District Profile of Dang). SB is coordinating with other DIDCs for publication support of PDDP and profile. This will be completed in Q1 of Y4.
Implement PETS/PEA	Pact	Ongoing	No	ToT on methodology completed. The data will be collected in Q1 of Y4.
Conduct <i>llaka</i> -level planning (strategy preparation and campaigning)	G-NGOs	Completed	Yes	
Conduct mobile service camps	G-NGOs	Completed	Yes	
Provide technical and material support to VDCs, WCFs and CACs	G-NGOs	Completed	Yes	
Convene citizen forums on constitutional issues	G-NGOs	Completed	Yes	
Mobilize interns in G-NGOs	Pact/ G-NGOs	Ongoing	Yes	
Provide technical assistance to ministries and state actors	Pact	Postponed	No	VERS and accounting software training will be completed by December 2015. Year 4 work plan will have additional activities.
<b>Additional VDCs</b>				
Conduct VERS training for VDCs	Pact	Ongoing	Yes	Two out of six events completed. Since this activity will have to be led by MoFALD, SB has to wait for an opportune time. This will take place either in November or December 2015.
Conduct accounting software training for VDCs	Pact	Ongoing	Yes	Nine out of eleven have been completed. Due to the ongoing protests, SB could not conduct two events in Dang.
<b>Other Activities</b>				
Manage and monitor partner grant/subcontract	Pact	Ongoing	Yes	
Conduct annual GESI review	Pact	Completed	Yes	

Convene SB partner coordination meetings (bi-monthly)	Pact	Ongoing	Yes	This activity is merged with quarterly progress review and reflection workshops under "Monitoring and Evaluation" above.
Hold coordination meetings with USAID partners (quarterly)	Pact	Ongoing	Yes	Regularly taking place in Banke and Kailali. The last meeting could not take place because of the ongoing protests.
Establish SB partner intranet	Pact	Completed	Yes	
Conduct bi-annual multi-stakeholder presentation	Pact	Ongoing	No	One event took place in the second quarter. The second could not take place because of the ongoing protests.
Announce RFA for Phase 2 LNGOs	Pact	Completed	Yes	
Award Phase 2 LNGOs	Pact	Postponed	No	This was postponed to Q1 of Y4, because SB commenced work in the recovery districts; USAID approval for grants pending and activities will start from October 1, 2015.
Convene mid-year partners' Meeting	Pact	Completed	Yes	
Convene Annual Partners' Meeting	Pact	Ongoing	No	Planned for early November, 2015, this has been postponed due to the fuel situation. It currently planned for February 2016.

## ANNEX 2: PROGRESS AGAINST PMP INDICATORS

PMP Indicators- Sajhedari Bikaas: October 2014 - September 2015			
Indicators	ANNUAL TARGET OCT 2014 – SEP 2015	ANNUAL ACHIEVEMENT OCT 2014 -SEP 2015	Remarks
Proportion of VDC projects budgeted in the previous planning cycle that were in the top 5 priorities list of community forums (WCFs)	65%		Data from Perception Survey III for this particular indicator could not be extracted. This was due to the delay in field work caused by the ongoing protests.
Proportion of budgeted VDC projects that were fully implemented/finalized within the previous planning cycle	98%	93%	Data Source: Perception Survey III. More activities will be planned in Year 4 in support of these indicators.
<b>Goal: Targeted communities are empowered to better direct their own local development</b>			
<b>Objective A: Enabling environment for community development established</b>			
<b>IR A1: Early responses that address the causes and consequences of instability are institutionalized</b>			
Proportion of households that have witnessed the use of violence to resolve conflict in their community in the past year	15%	37%	This over-achievement is due to the change in indicator and is thus not comparable. The revised target has already been submitted to USAID. The revised indicator is "proportion of households that have experienced conflict in the past year, that have used peaceful means to solve the conflict."
F: Number of conflict/fragility early warning systems, conflict assessment or response mechanisms supported by USG assistance	5	4	One assessment could not be completed in Q4.

Proportion of project VDCs that provide a budget in the current financial year that covers the operating costs of the CMC (rental, stipend of mediator, other office costs, transport)	40%	39%	Out of 90 CMCs established by the end of September 2015, 35 VDCs allocated funding for CMCs in this year's annual budget, and others prioritized CMCs in their Periodic Village Development Plans (PVDP). The total VDC allocations amount to NPR 2.43 million for 35 CMCs.
Proportion of all mediation cases opened during the quarter preceding the period that were settled within 3 months	80%	81%	3,966 settled out of 4,886 (81%) cases registered. (In process: 356; referred: 61; not settled: 265; party not in contact: 137; settled outside CMC: 34; closed: 55; and withdrawn: 12)
F: Number of new groups or initiatives created through USG funding, dedicated to resolving conflict or the drivers of the conflict	37	32	The trainings for 37 CMCs were completed, but five CMCs could not be established due to political unrest.
F: Number of groups trained in conflict mitigation/resolution skills or consensus building techniques with USG assistance	37	37	37 basic mediation trainings were completed for 37 CMCs.
Number of new cases of individual/group conflict mediations opened during the reporting period	5,245	4,886	Due to political unrest and insufficient number of CMCs, SB was unable to reach the target. 3,966 settled out of 4,886 cases registered. (In process: 356; referred: 61; not settled: 265; party not in contact: 137; settled outside CMC: 34; closed: 55; and withdrawal: 12)
<b>IR A2: Enduring solutions to the problems that drive conflict are adopted</b>			
F: Number of USG supported events, trainings, or activities designed to build support for peace or reconciliation among key actors of conflict	75	79	Events, trainings, or activities organized by project: 33 basic mediation trainings and 46 group mediation trainings.
Proportions of DNGOs that have an improved OPI score	85%	75%	This underperformance is a result of political unrest, which prevented SB from conducting the third OPI at the end of Y3. The data being used is from Q2. The next OPI review workshop is planned for Q1 in Year 4; the target will be achieved then.

Number of individuals who received USG-assisted training on inclusion (GESI charter) and the understanding of the root causes of the conflict	4,500	3,412	3,412 individuals received USG-assisted training on basic mediation, peace building and conflict management, GBV training for journalists, life skills training, local advocacy, leadership development, and indigenous community conflict sensitivity for journalists. However, due to the delayed approval of YI's workplan, followed by political unrest, the targets were not reached for this year.
Number of youth who have started a business or found a job through the YI activities	168	175	This has resulted from YI-led Entrepreneurship Development Training. However, 11 out of 175 were not participants of the training. They are members of the youth groups who were influenced by peers to find employment.
Number of Youth Groups and CMUs that have been established/revived/operational in the reporting period	57	35	Due to unstable situation in SB VDCs, YI has postponed formation/reformation of LYGs & CMUs to Q1 of Y4.
Number of people who have been trained on the different YI training programs	625	492	YI led 147 life skills refresher training for LYGs, 165 LYG governance and accountability trainings, 150 evidence-based advocacy trainings and 30 life skills trainings. Political unrest, fuel crisis together with YI's under performance resulted in YI missing the target. The target, however, will be achieved in the next FY.
Proportion of VDCs who have youth groups/CMU who participate in the VDC planning process	80%	80%	
Proportion of supported FM radio stations that produce quality radio programs that address issues on local government, youth, women, disadvantaged groups	80%	75%	According to the Critical Listeners' Feedback Score, six program producing stations out of eight stations scored more than 75%. Special attention will be paid to Krishnashar and Gurbaba radio stations in the next quarter, which scored low.
F: Number of media stories disseminated with USG support to facilitate the advancement of reconciliation or peace processes	1,500	1,679	Total broadcasts were 1,679, including 850 broadcasts from national radio partners and 829 from local radio partners. This included a total of 461 new stories.
F: Number of non-state news outlets assisted by USG	18	18	18 local FM stations broadcast 461 episodes.
Number of new listener clubs/RLGs established	75	75	Total 75 RLGs formed in Phase 1 and Phase 2 VDCs.

Proportion of supported economic groups that provide more than 5 loans per year to their members	50%	65%	Out of 226, 147 groups gave 5 loans per year. The over achievement was mainly due to the additional WORTH groups formed in the last quarter.
Number of new/existing women's economic groups formed during the reporting period	250	99	The target of 250 groups is total number of groups formed in Phase 1 and 2 VDCs. While 99 groups were formed in Phase 1, groups couldn't be formed in Phase 2 for the delay in signing the GUCs for Phase 2, which owes to the fuel crisis and political unrest toward the end of Year 3. The target will be met in the first quarter of Year 4.
Number of economic group participants who received training on business and accounting	1,250	1,851	1,851 WORTH group members participated in business and microenterprises training during the reporting period. The over achievement is because business plans were later introduced in almost all enterprise-related training as a result of lessons learned.
<b>Objective B: Communities access resources for development</b>			
<b>IR B1: Inclusive community strategic planning processes are established</b>			
Proportion of community leaders and local government officials with a good understanding of inclusive participatory planning, including "Do No Harm" and "Safe Effective Development in Conflict" principles	10%		Since this indicator was removed from the revised list of indicators, the Perception Survey III did not capture data for this indicator.
Proportion of Ward Citizen Forums (WCFs) with GESI strategies in place	70%	64%	This is extracted from Perception Survey III data, which is not final. There are indications that actual achievement may increase when the report is finalized. We cannot use the figure because we were unable to cross-verify.
Number of local key stakeholders (community leaders, local government officials), trained in inclusive participatory planning	2,360	2,603	IPFC, WCF, CAC and Political Parties trained.
<b>IR B2: Community development plans are established</b>			
Proportion of WCF members who indicate that they can provide meaningful input to the VDC plans	40%	48%	Data is from Perception Survey III.
Proportion of village development plans with a functional sustainability plan that adheres to locally agreed standards	100%		Data could not be extracted from perception survey and the achievement will be shared in the next reporting period.

Number of Ward Citizen Forum meetings that review the village development plan to ensure equitable distribution of local resources	2,910	1,063	The indicator has been revised. We will meet the target as per the revised indicator in the next quarter.
F: Number of awards made directly to local organization (cross-cutting indicators)	85	63	Sixty awards were made for micro-projects and three to local NGOs in Gorkha, Dhading and Lamjung. Some micro-projects planned for the year were postponed, since the funds were temporarily diverted to recovery districts. Targets will be revised because of new programs for the recovery districts
<b>IR B3: Community-based organizations advocate for needed resources for financial, technical, and commodity support</b>			
Proportion of village development plans that include a fundraising plan	65%	97%	Data from Perception Survey III could not be extracted in this reporting period and this will be shared in the next reporting period. SB supported 42 annual plans. All but three had separate sections on fund raising plans or/and International Revenue Generation Plans or both. This is a highly successful effort and we can reach 100% next year.
Number of micro grants provided for community development	108	60	Target missed due to temporarily re-allocation of budget and resources for earthquake recovery in Q3. Fifty-six micro-projects were completed. Four are ongoing: 1) a market collection center in Jamuni, 2) a drinking water system in Indrapur, 3) a public toilet in Kachanapur, and 4) a safe shelter elevated house in Manuwa.
<b>Objective C: Communities implement inclusive development policies effectively</b>			
<b>IR C1: Mechanisms for transparent administration of funds are institutionalized</b>			
Proportion of citizens who feel that the administration of funds in the VDC is transparent	35%	17%	This indicator underperformed mainly due to the delay in the implementation of PETS. This will be improved in Y4 since PETS will be completed by March 2015.



F: Number of people affiliated with NGOs receiving USG supported anti-corruption training			This indicator has been removed from the newly proposed set of indicators, so data for this has not been collected.
Number of individuals who received USG assisted training, including management and fiscal skills	1,200	1,026	Target missed, because political unrest made it difficult to deliver a few of the final trainings in Q4.
Proportion of community projects that are allocated to women, youth or marginalized groups	60%	41%	Of 1,592 projects sanctioned, 653 were for women, youth or marginalized groups: 185 for women, 153 for marginalized groups, 208 for children, 35 for youth, and 72 for disabled persons. Baseline was high for this indicator because a different methodology was used. The baseline simply used VDC classification, whereas Perception Survey III verified whether or not the projects actually reached the marginalized groups. The total budget allocation to marginalized groups was 30%.
<b>IR C2: Inclusive management systems are adopted</b>			
Proportion of citizens who indicate that they actively participate in the decisions around VDC community development projects	15%	28%	Data is taken from Perception Survey III. The over-performance is due to the rapid implementation of micro-grants.
<b>IR C3: Systems for sustainability are established</b>			
Proportion of user groups that improve their organizational capacity	70%		The OPI, which is the tool for organizational capacity assessment, could not be implemented in WORTH groups due to political protests and fuel crisis. The OPI will be implemented only in Q2 of Y4.
<b>Objective D: Local government units function effectively</b>			
<b>IR D1: Local government officials effectively carry out their mandate</b>			
F: Number of sub-national entities receiving USG assistance that improve their performance (MCPMI)	30%		This indicator has been adjusted in the revised PMP.
Proportion of VDC that have run the local government barometer as a self- assessment tool			Completed two pilot projects. The indicator has been removed in the revised PMP.
Percentage of improvement in positive citizen views on federalism, decentralization and VDC service delivery		71%	Data from perception survey and indicator were revised to focus on VDC service delivery. No target was set for this year.

F: Number of individuals receiving voter and civic education through USG-assisted programs			The indicator will be removed in the revised PMP
Number of VDC officials trained and/or mentored in public administration, inclusive management, planning and implementation of VDC plans	1,000	616	Two events postponed until Y4 due to political unrest and a slight delay in contractin partners for Phase 2 VDCs. Officials received training on VDC accounting software (229), VERS (68), governance and accountability (165), governance and transparency (54), and orientation on MCPM (100).
<b>IR D2: Local government units and CBOs/CSOs collaborate to identify local development priorities</b>			
Proportion of Ward Citizen Forums (UGs/CBOs, CSOs) who have tracked their budget allocation	80%	59%	Underperformance is because WCFs did not become active until April. WCF members were trained on local level planning (2,603), VDC level planning and social accountability tools (1,040) to track budget allocations for FY2014-2015, and they tracked budget allocations accordingly. The target will be met in the next perception survey.
Percentage of improvement in positive citizen views on the effective implementation of community development projects	25%	28%	Data is taken from Perception Survey III.
Number of times technical assistance is provided to local government ministries	2	2	VERS and Accounting software training were provided to local government in coordination with MoFALD. The main responsibility of providing the training rests with the Ministry.
<b>Cross-cutting indicators</b>			
F: Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	100%	100%	Although 100% of women in WORTH groups have access, only 72% have utilized credit facilities.

## ANNEX 3: TABLES AND GRAPHS

Figure 4: DevResults

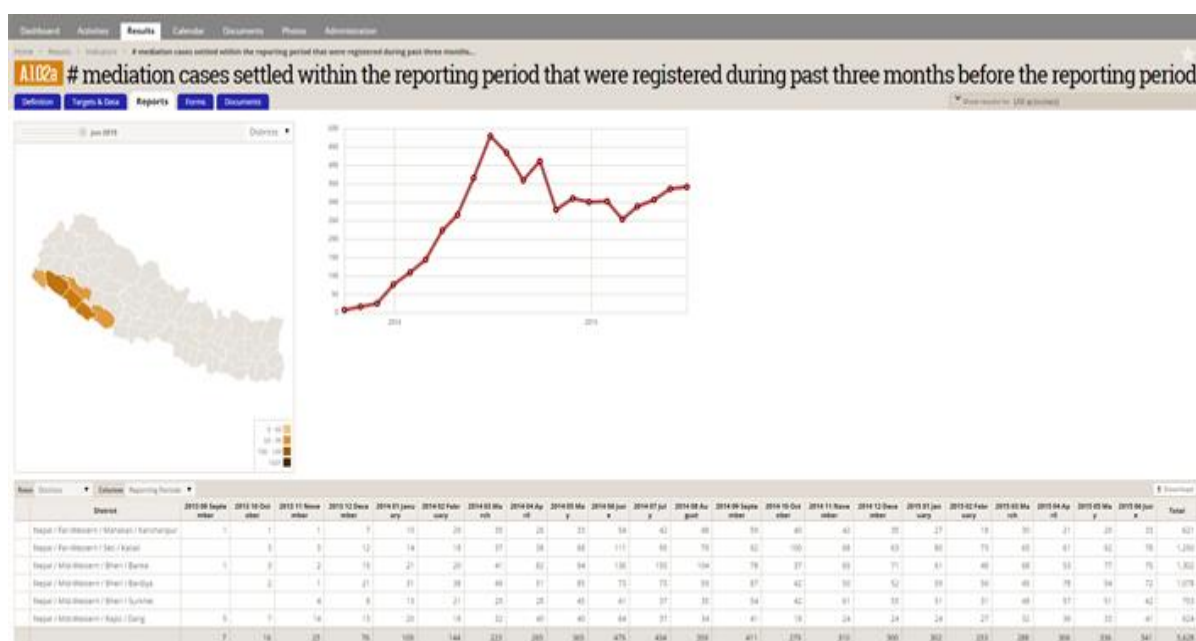


Figure 5: Types of Conflict Reported via SMS

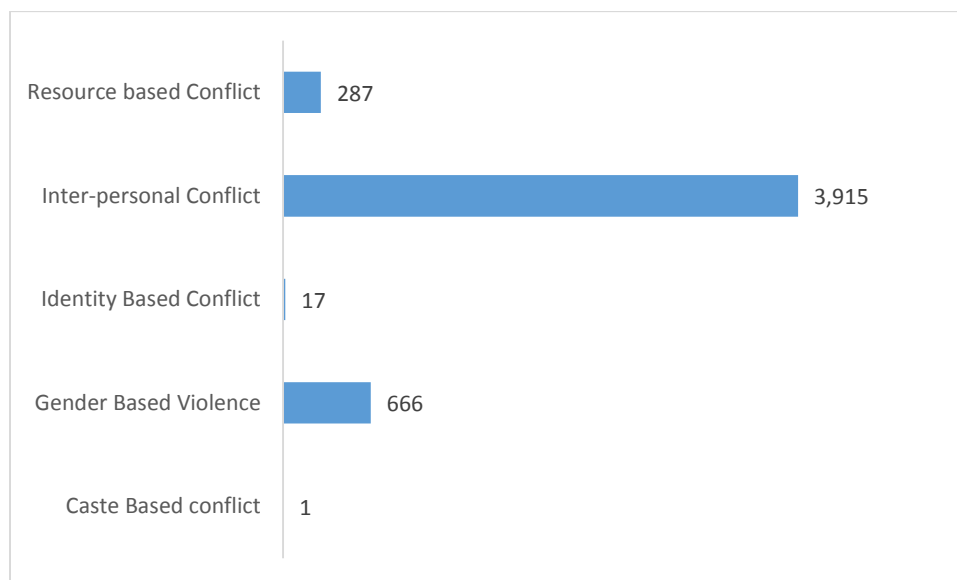
**Table 1: Conflict Reported via SMS by its Types**

Date from 01-Oct-14 to 29-Sep-15

Duration in Days: 363

	Types of Conflict	Number	%
1	Gender Based Violence	458	27.89%
2	Identity Based Conflict	41	2.50%
3	Caste Based Conflict	50	3.05%
4	Political Conflict	33	2.01%
5	Inter-personal Conflict	840	51.16%
6	Resource based Conflic	220	13.40%
	<b>Total</b>	<b>1642</b>	<b>100.00%</b>

*Figure 6: Types of Disputes Registered in CMCs*



*Figure 7: Number of Disputes Registered by District*

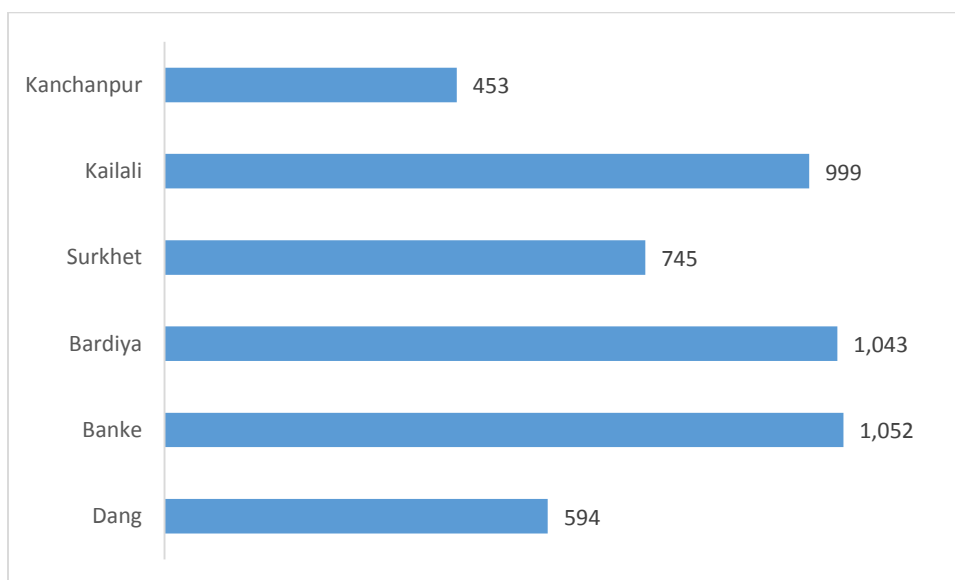


Figure 8: Comparison of Civil Cases Registered in District Courts and CMCs

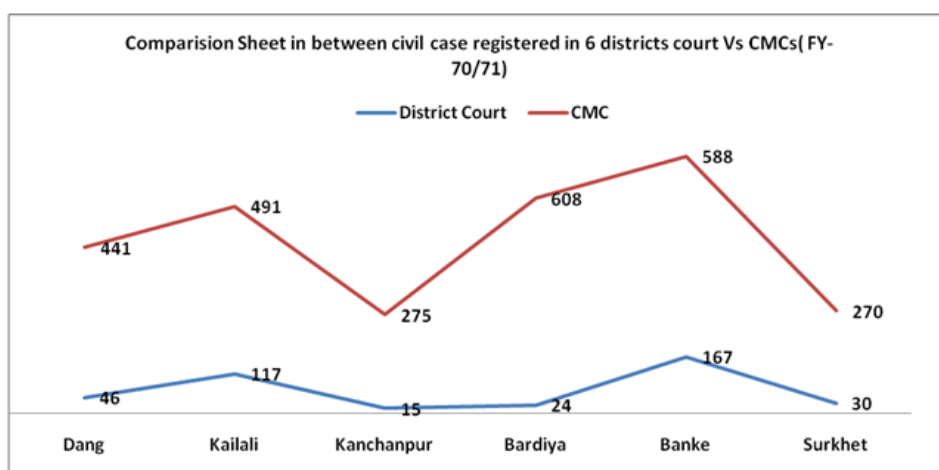


Figure 9: Where Registered Disputants First Heard about CMCs

SN	Source of information	No. of Cases	Percent
1	District Court	2	0.04%
2	Local Leader	10	0.20%
3	Mediator	4	0.08%
4	Police Office	94	1.92%
5	Political Parties	38	0.78%
6	Social Marketing	4,589	93.92%
7	Teacher	1	0.02%
8	Traditional Leader	43	0.88%
9	VDC	62	1.27%
10	WPO	1	0.02%
11	Others	42	0.86%
	Total	4,886	100%

Figure 10: Caste and Ethnicity of WORTH Group Members

SN	Partners	Districts	Hill Brahmins/Chetri	Hill/Mountain Janajatis	Newaris	Hill Dalits	Terai/Madheshi Brahmins/Rajputs	Terai/Madheshi Janajatis/Adivasi	Terai/Madheshi Other	Terai/Madheshi Dalits	Religious Minorities	Total
1	SB	Dang	398	54	11	282	40	468	1	6	5	1265
2	FFN	Banke	146	125	0	76	27	211	104	232	197	1118
3	JJMS	Bardiya	142	126	5	235	3	288	28	34	20	881
4	WAM	Surkhet	347	354	1	236	60	3				1001
5	NNSWA	Kailali	309	58	2	295	0	448	5			1117
6	NNSWA	Kanchanpur	134		2	40		394				570
		<b>Total</b>	<b>1476</b>	<b>717</b>	<b>21</b>	<b>1164</b>	<b>130</b>	<b>1812</b>	<b>138</b>	<b>272</b>	<b>222</b>	<b>5952</b>

Figure 11: Youth Discussion Series Topics

S.N.	District	Topic
<b>October 2014</b>		
1	Banke	Right to Information
2	Kailali	Youth and Public Security
3	Kanchanpur	Role of Ward Citizen Forum in Planning Process
4	Dang	Structure of National Youth Council
5	Surkhet	Right to Information
<b>November 2014</b>		
1	Banke	Youth Participation in Planning Process
2	Bardiya	Youth Participation in Planning Process
3	Kailali	Youth in Constitution Making Process
4	Kanchanpur	Local Level Planning Process
5	Dang	Social Audit as Social Accountability Tool
6	Surkhet	Local Level Planning Process
<b>December 2014</b>		
1	Banke	Youth Participation in Planning Process
2	Bardiya	14-Step Planning Process
3	Kailali	District Periodic Planning Process
4	Kanchanpur	Youth Participation in Planning Process
5	Dang	Youth Participation in Planning Process
6	Surkhet	Youth Participation in Planning Process
<b>January 2015</b>		
1	Banke	Youth Vision 2025
2	Bardiya	Youth Vision 2025
3	Kailali	Youth Vision 2025
4	Kanchanpur	Youth Vision 2025
5	Dang	Youth Vision 2025
6	Surkhet	Youth Vision 2025
<b>February 2015</b>		
1	Banke	Youth in Good Governance: Video Talk Show
2	Bardiya	Right to Information and Role of Youth
3	Kailali	Social Accountability and Role of Youth
4	Kanchanpur	Decreasing Youth Participation in Governance as Effect of Drug Abuse
5	Dang	Youth Participation for Transparency and Good Governance
6	Surkhet	Promoting Good Governance: Controlling Corruption

<b>March 2015</b>		
1	Banke	Women Empowerment: Make it Happen
2	Bardiya	Women Empowerment: Make it Happen
3	Kailali	Women Empowerment: Make it Happen
4	Kanchanpur	Women Empowerment: Make it Happen
5	Dang	Women Empowerment: Make it Happen
6	Surkhet	Women Empowerment: Make it Happen
7	Banke	Awareness on Swine Flu and its Prevention
<b>April 2015</b>		
1	Banke	Success Story Sharing
2	Bardiya	Role of Youth to Increase School Enrollment
3	Kailali	Challenges of Present Education System to be an Entrepreneur
4	Kanchanpur	Role of Youth to Minimize Social Conflict
5	Surkhet	Awareness on Swine Flu and its Prevention
<b>May 2015</b>		
1	Banke	Youth: Life Safety after Earthquake
2	Bardiya	Engaging Youth for Promoting Right to Information
3	Kailali	Engaging Youth for Promoting Right to Information
4	Kanchanpur	Youth: Life Safety after Earthquake
5	Dang	Role of Youth in Disaster Management
6	Surkhet	Role of Youth in Disaster Management
<b>June 2015</b>		
1	Banke	Youth Participation in Local Users Groups
2	Bardiya	Youth Participation in Local Users Groups
3	Kailali	Youth Participation in Local Users Groups
4	Kanchanpur	Role of Youth to Control Brain Drain
5	Dang	Role of Youth Network in Advocating Youth Issues
6	Surkhet	Role of Youth in Making Public Sanitation
<b>July 2015</b>		
1	Banke	Youth Perspectives on Draft Constitution
2	Bardiya	Budget and Youth Concern
3	Bardiya	Youth Perspectives on Draft Constitution
4	Kailali	Youth Perspectives on Draft Constitution
5	Kanchanpur	Youth Perspectives on Draft Constitution
6	Dang	Youth Perspectives on Draft Constitution
7	Surkhet	Youth Perspectives on Draft Constitution
<b>August 2015</b>		
1	Banke	Youth Engagement in Promoting Good Governance and Accountability
2	Kanchanpur	Youth Engagement in Promoting Good Governance and Accountability
3	Surkhet	Engaging Youth for Promoting Integrity
<b>September 2015</b>		
1	Dang	Engaging Youth for Promoting Integrity
2	Kanchanpur	Youth Perspectives on Early and Forced Marriage



Figure 12: Caste and Ethnicity of Youth Dialogue Series Participants

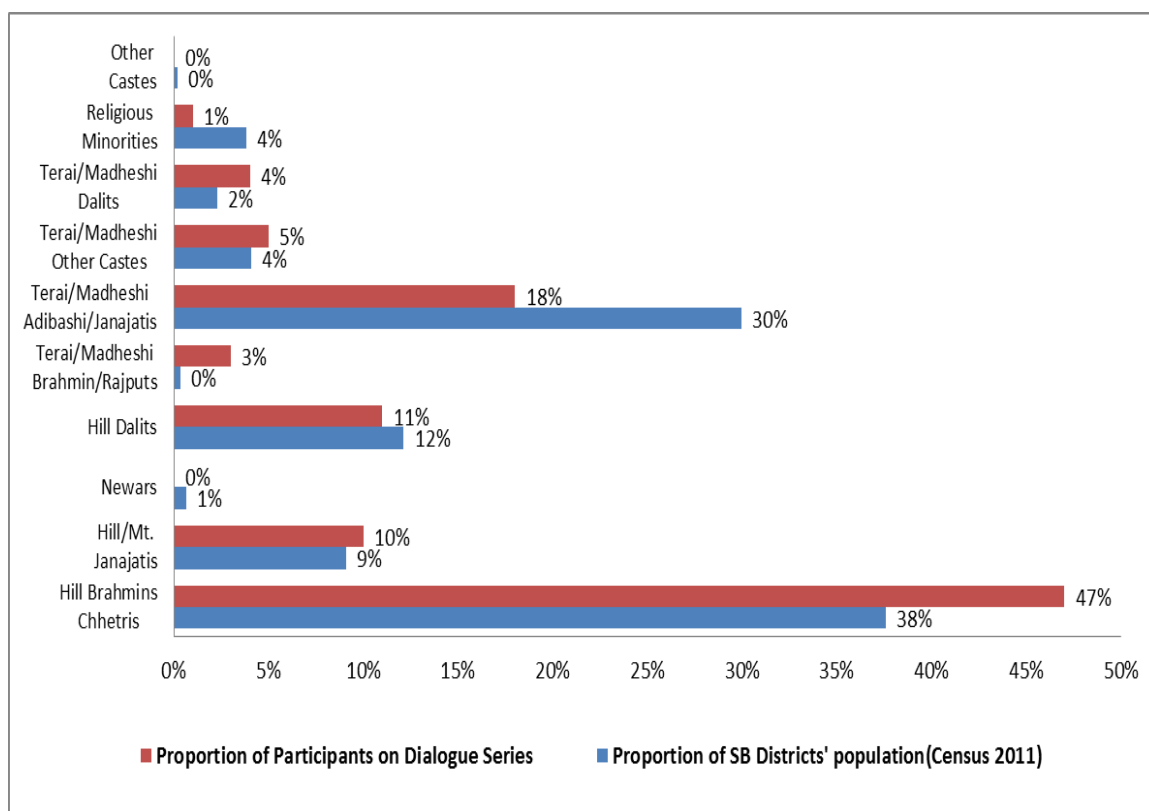
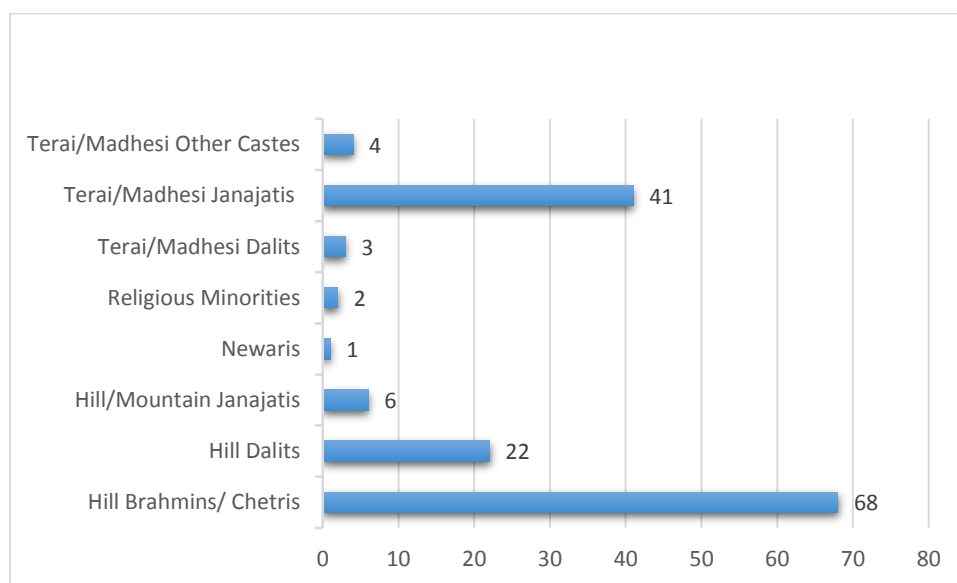
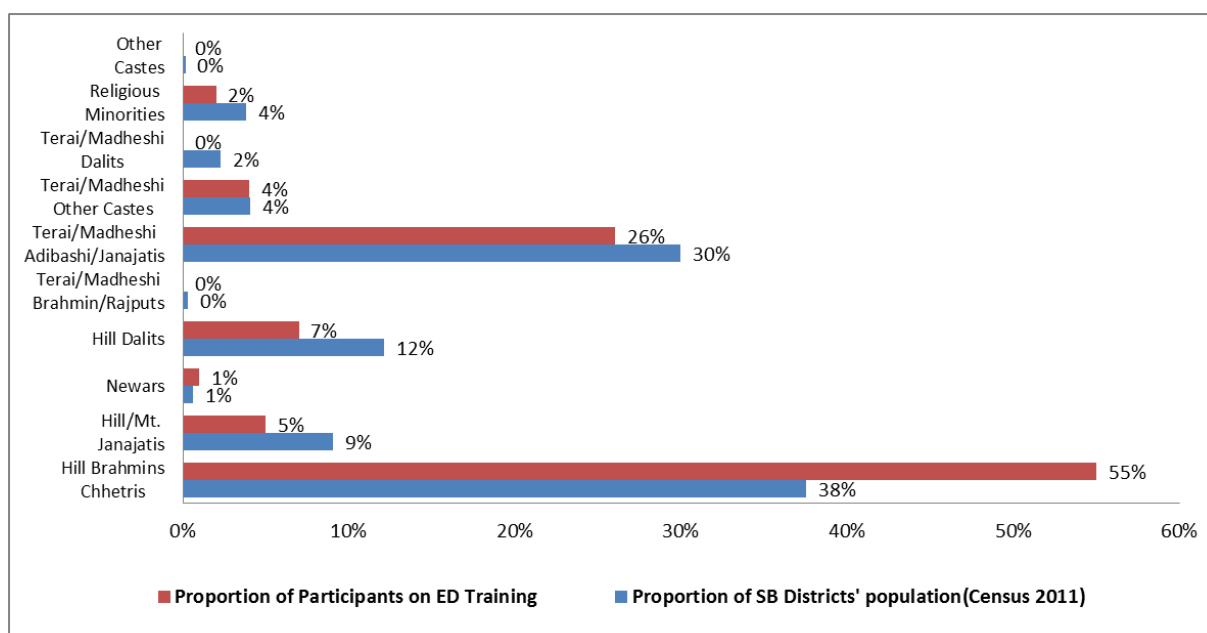


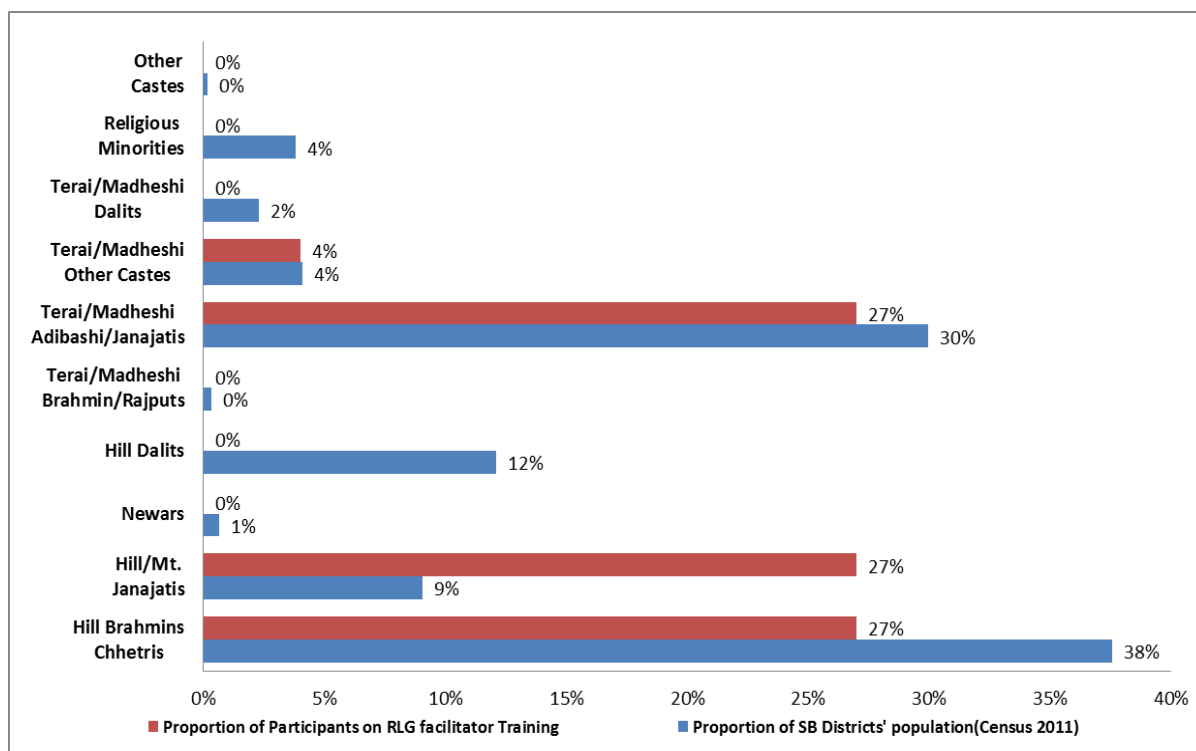
Figure 13: Caste and Ethnicity of Life Skill Refresher Training Participants



*Figure 14: Caste and Ethnicity of Entrepreneurship Development Training Participants*



*Figure 15: Caste and Ethnicity of RLG Facilitator Training Participants*



*Figure 16: Caste and Ethnicity of Local Production Training Participants*

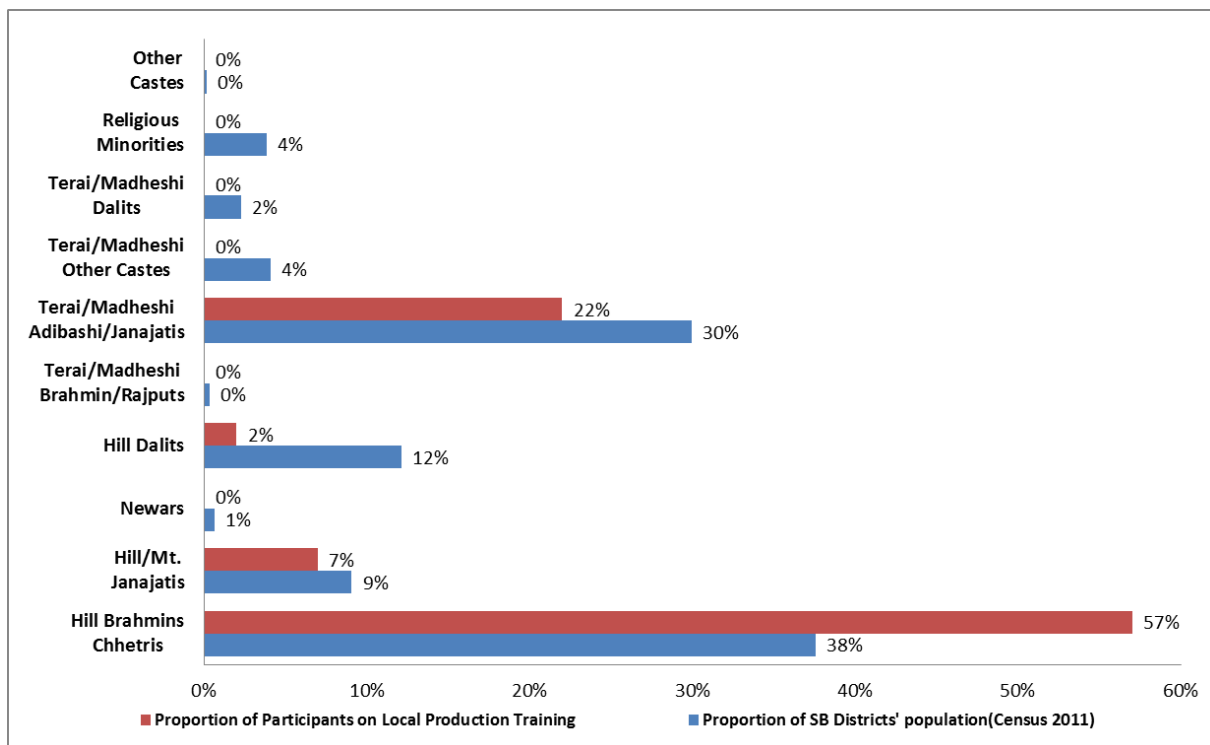
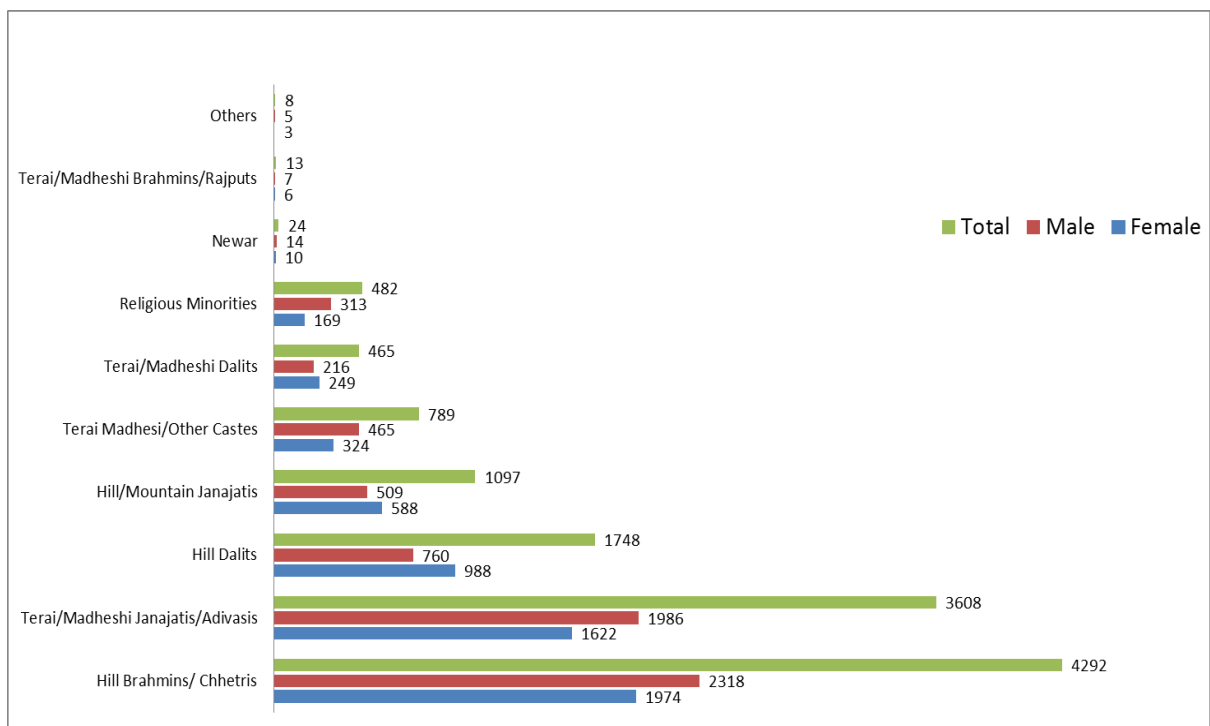
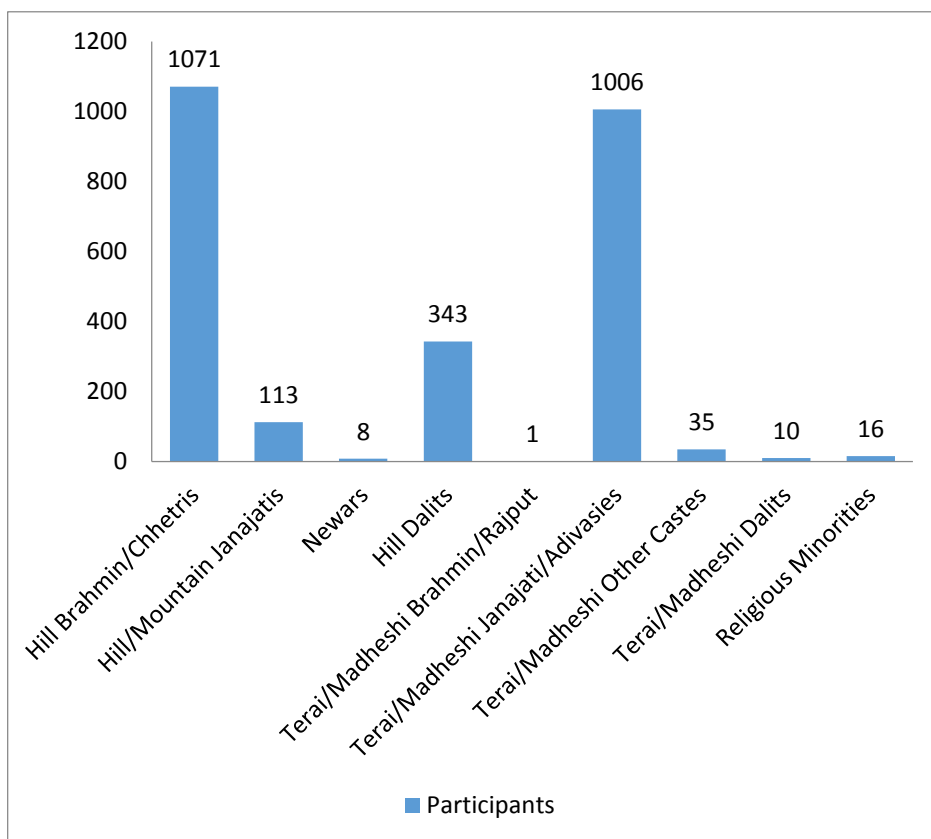


Figure 17: Caste and Ethnicity of WCF Meeting Participants



*Figure 18: Caste and Ethnicity of VDC-level Orientation Participants*



*Figure 19: Caste and Ethnicity of Social Accountability Training Participants*

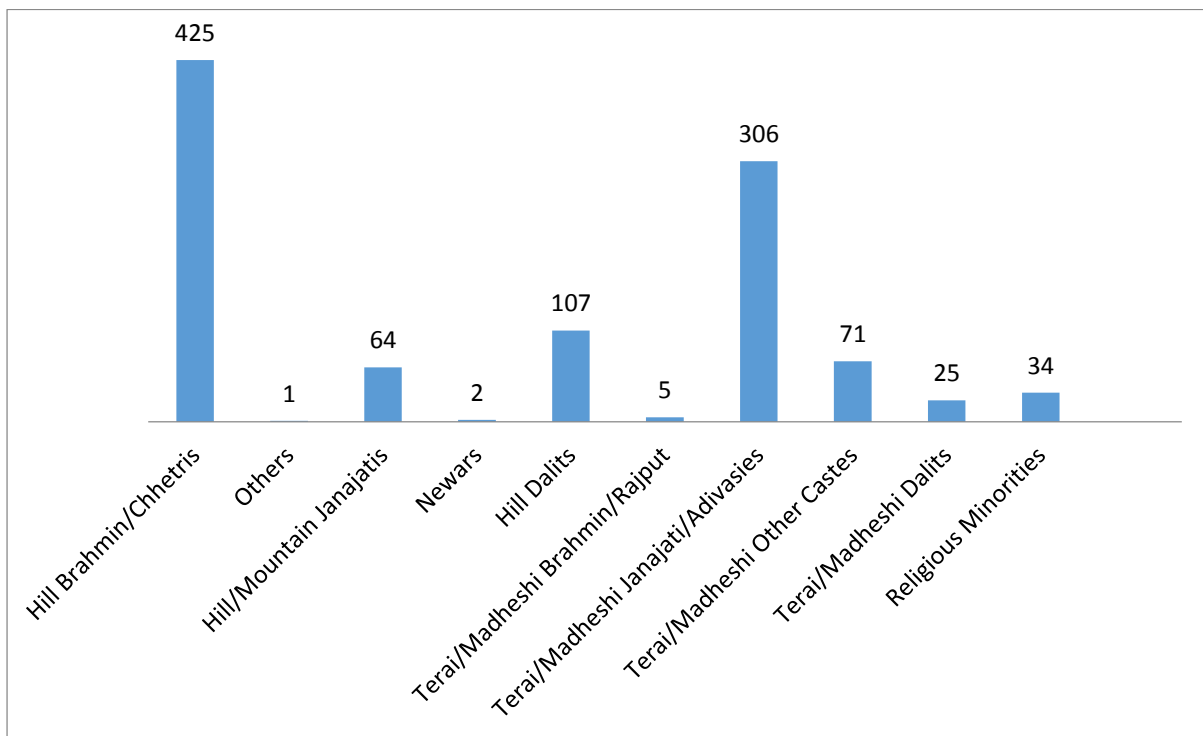
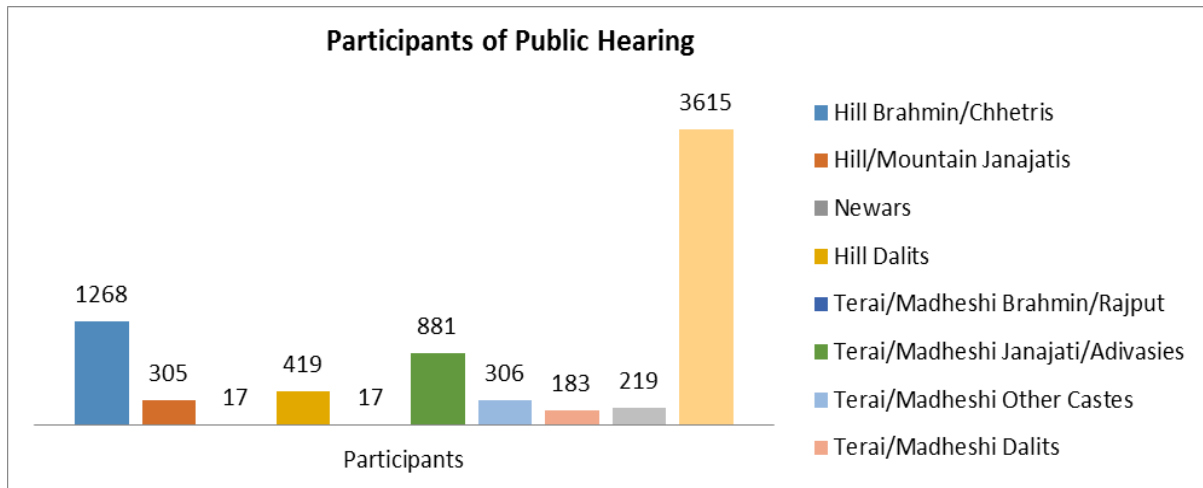


Figure 20: Caste and Ethnicity of Public Hearing Participants



*Figure 21: Caste and Ethnicity of Public Audit Participants*

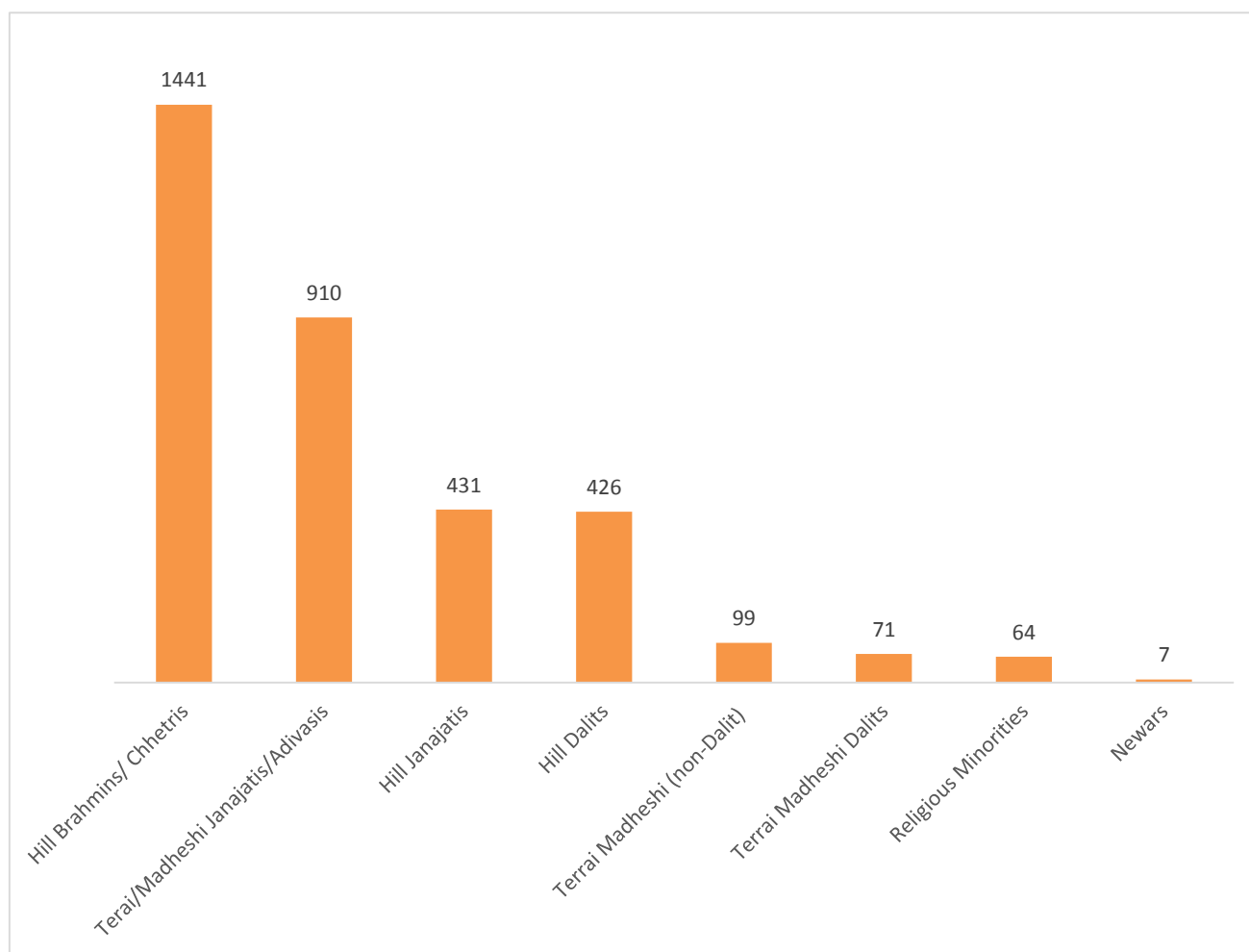




Figure 22: Caste and Ethnicity of IPC Members

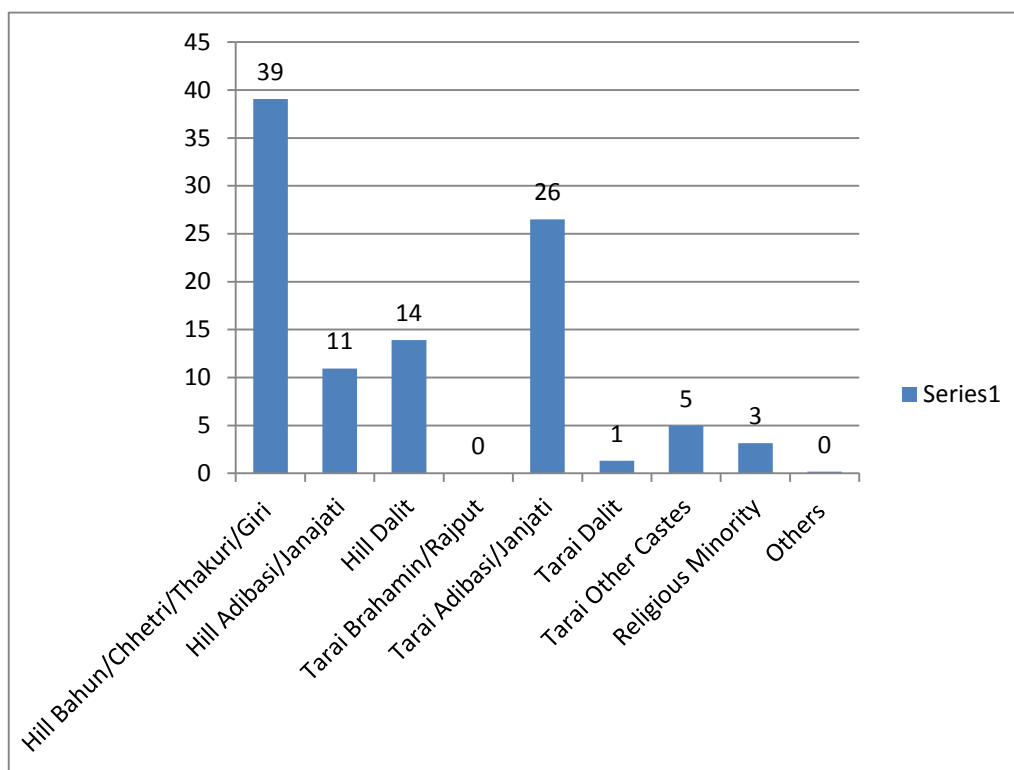


Figure 23: Caste and Ethnicity of Micro-project Beneficiaries

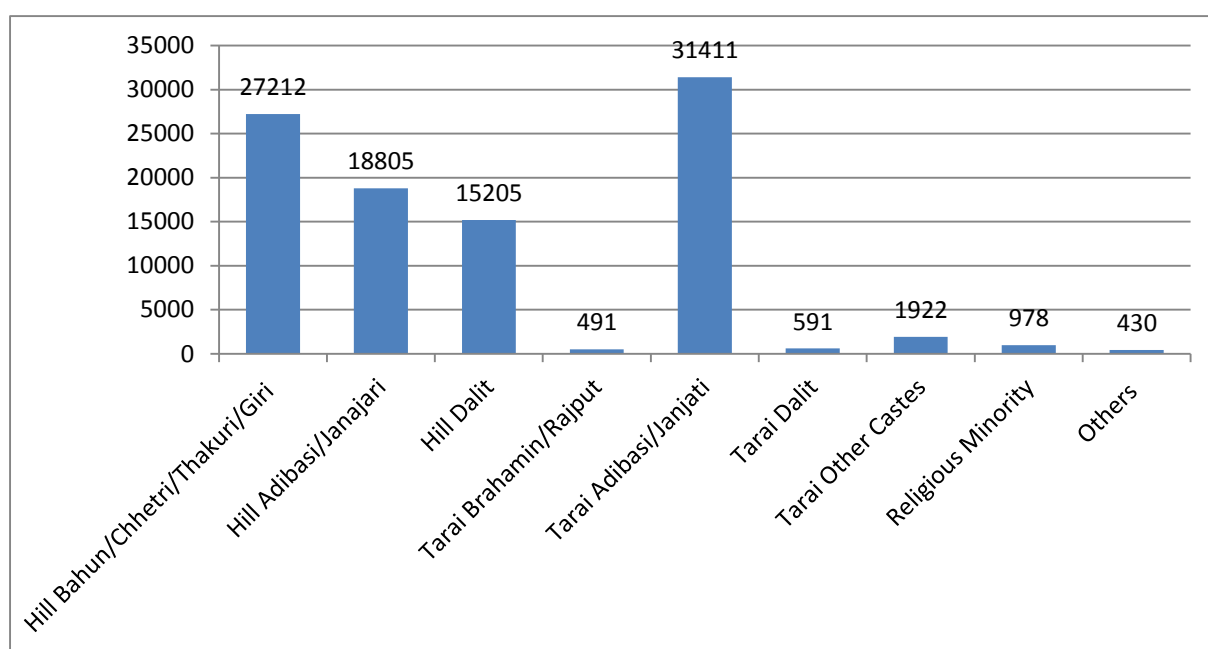


Figure 24: Gender of Vocational Training Participants

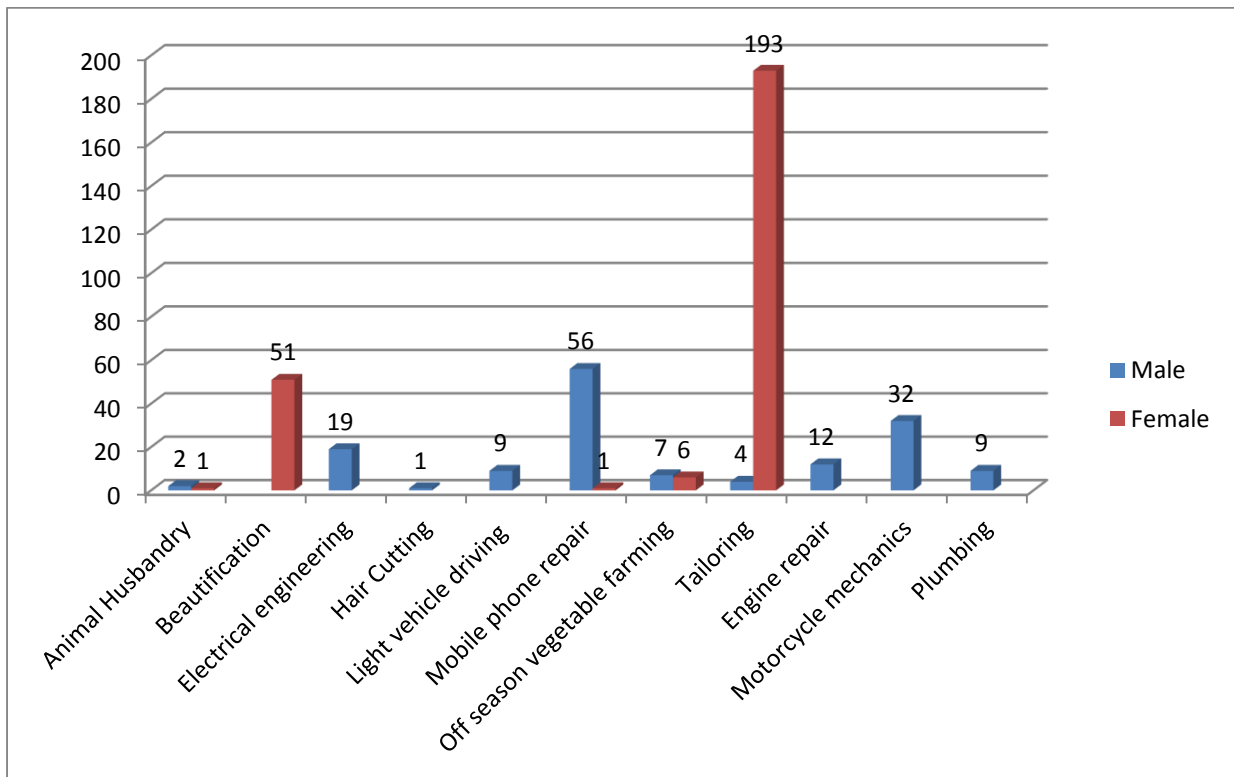
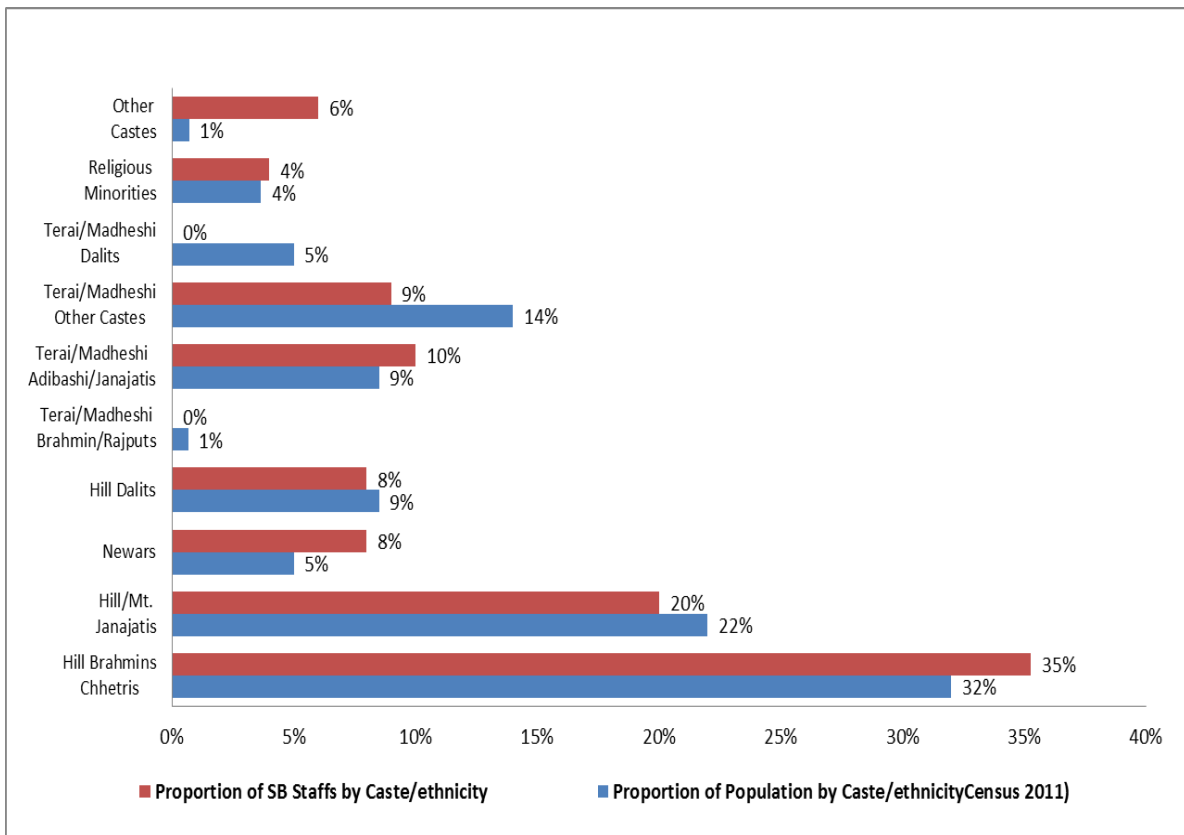


Figure 25: Caste and Ethnicity of SB Staff



## ANNEX 4: GENDER EQUALITY AND SOCIAL INCLUSION REVIEW

July 2015

### Introduction

In February-May 2015, the Sajhedari Bikaas (SB) project team conducted a Gender Equality and Social Inclusion (GESI) review to examine SB's progress in achieving its GESI objectives as outlined in SB's GESI Strategy. The review attempted to better understand how GESI is being integrated in the planning, implementation, and monitoring of major activities. The review provided an opportunity to take stock of our efforts and achievements to date and identify specific barriers and opportunities to incorporate GESI-responsive practices in SB programming and implementation.

The review focused on understanding the achievements and opportunities related to advancing GESI through SB activities related to alternative dispute resolution, women's economic groups, youth and media in development, and local planning processes. The observations and recommendations of the review are based on a desk review, observations during field visits, and focus group discussions with beneficiaries, including representatives of Community Mediation Centers (CMC), WORTH groups, Local Youth Groups (LYG), Radio Listener Groups (RLG), Social mobilizers (SM), and Ward Citizen Forums (WCF).

The findings of the review showed that various attempts to incorporate GESI have been initiated, but there are opportunities to be more focused, deliberate, and strategic about integrating GESI throughout the project. Below is a summary of key recommendations:

Meaningful GESI-sensitive disaggregation and measurement:

- SB collects and reports data disaggregated by gender, age, and caste/ethnicity. Disaggregated data is available for community groups formed under SB, including WORTH groups, RLGs, and LYGs, as well as for participants of various meetings, orientations, and trainings. SB has created maps that illustrate data disaggregated by gender and caste/ethnicity for the project districts. While analyzing beneficiary and participant data, SB should go beyond membership data and examine who is in leadership positions and positions of power. For example, young men and Hill Brahmins/Chhetris make up an increasing percentage of the youth groups as we move from LYGs to district youth networks (DYNs) to regional youth networks (RYNs) suggesting that structures for youth become less inclusive as they move up the chain. Focus group discussions with LYGs revealed multiple reasons for this – female youth often had more household responsibilities or faced social pressure/barriers in participating in meetings, while youth from marginalized communities who were also economically poor often migrated to India for work leaving better off (usually Brahmin/Chhetri) males in the villages.
- Project staff should continue to consistently use disaggregated data to understand the story behind the numbers – what do they tell us about gender equality and social inclusion across our activities and how can they be used to inform future activities? An analysis of LYG membership and barriers to participation in the above example was critical in taking steps to identify ways of ensuring that women and youth from marginalized groups are supported to participate in LYGs. M&E and program staff should work together to organize, make sense of, and use disaggregated data in a meaningful way to improve GESI-responsiveness. A deeper analysis of disaggregated data, including comparison with population data at the district and village level will assist in a more nuanced understanding of SB's achievements in ensuring GESI. This will help project staff to avoid an 'inclusion-by-numbers' approach and to incorporate GESI-responsive approaches throughout and not just at the end when we are looking for results.
- Beyond disaggregated data, the project would benefit from simple tools that gauge the extent to which women and other excluded groups meaningfully participate in key events at the community, village and district levels. SB should consider developing a "participation scoring index" or similar tool that allows enumerators to capture the extent to which women and participants from marginalized groups speak up at events. The tool might also use exit questionnaires to evaluate participant sentiment on questions such as the extent to which they felt listened to, or they likelihood that they would attend similar meetings in the future. SB staff and partners could use such a tool on an iterative basis at a sample of events in order to follow changes in terms of participation, as well as to identify key areas for growth.

#### Integrate GESI into all workshops, training programs, and outreach activities:

- Although GESI is mentioned as being at the core of SB's work during workshops and trainings, GESI messages should be integrated consistently into learning opportunities. While stand-alone GESI trainings are important in creating a common understanding of the basics of gender inequality and social exclusion/inclusion, it is critical that GESI messages and sessions on equality and inclusion are woven throughout all training activities, workshops and orientations. SB should include more gender and social analysis, practical skills related to promoting GESI, and interactive and participatory methods into all learning events. Additionally, as efforts to promote GESI challenge the status quo of power relations, and could lead to conflict, information related to Do No Harm and conflict sensitivity should also be integrated in all trainings and workshops. Outreach through media should incorporate GESI-relevant information throughout all content developed.

#### Support implementation of government GESI-responsive policies and provisions:

- The Government of Nepal has GESI-responsive policies and provisions that are relevant to SB's project focus. These include the Ministry of Federal Affairs and Local Development (MoFALD) guidelines on social mobilization, resource mobilization, and GESI-responsive budget audit (GBA). SB should coordinate with LGCDP SM to support the reformation of WCF on GESI principles outlined in the Social Mobilization Guideline, 2071. Beyond the inclusion by numbers in order to ensure that women and marginalized groups are "at the table," SB should also provide targeted support to ensure that women and marginalized groups are able to participate actively in meaningful ways (please see recommendation for capacity building for details).
- In order to complement MoFALD's effort to strengthen district-level Gender Responsive Budget implementation, SB should support for the formation/revival of the GRB Committee, chaired by the Local Development Officer (LDO). Local NGOs could work in coordination with the District Development Committee office to support regular GRB committee meetings, since the LDO chairs the committee and the Social Development Officer is the DDC's GESI Focal Person at the district level. This would be strategic in building the capacity of government to be more GESI-responsive by supporting an activity that MoFALD itself has prioritized. SB could also pilot GBA at the Village Development Committee (VDC) level and share lessons learned, especially on the indicators/sub-indicators as requested by LGCDP. There is also an opportunity to support MoFALD in the implementation of GRB Localization Guidelines for VDCs once it is finalized.

#### Capacity building and knowledge sharing to promote GESI:

- A key input for mainstreaming GESI considerations into program activities is strengthening the skills of staff to apply a GESI approach, analyze disaggregated data, and adjust programming accordingly to address gaps in GESI. Field staff, in particular, serve as key entry points for initiatives to advance GESI throughout the project. SB should be more intentional about strengthening the capacity of field staff (including

social mobilizers, empowerment workers, RLG facilitators, LYG coordinator) to mobilize and facilitate such that they address barriers that women and marginalized groups face in participate and take steps to “level the playing field” for them. Capacity building initiatives for field staff should include orientation on relevant GESI-responsive government policies and provisions, and practical skills building around gender and social analysis to understand power relations, needs assessment, and prioritization with GESI lens. SB should work closely with program coordinators and M&E officers of partner organizations to provide technical backstopping and mentorship around GESI.

- Future trainings on the local planning process should include sessions that build the capacity of women, youth and marginalized to actively participate in local planning. Topics could include skills-building around needs assessment, proposal development, project prioritization, and budget analysis. Investment in building the skills of specific target groups relevant to SB would be strategic, such as WORTH group members who are members of WCFs, female WCF coordinators, mediators from marginalized groups. WORTH, YI and EA trainings should also include capacity building on leadership skills of women, youth, and marginalized groups such that they are able to occupy leadership positions and become effective decision makers. Trainings should be supplemented with mentoring and coaching by staff at the grass roots level, who have been trained on effective and practical social mobilization based on participatory methods and GESI principles.
- SB should strengthen the use of micro-projects as a means to develop inclusive planning, decision making, and implementation of development projects. Trainings to implementing partner committees and project monitoring committees should integrate GESI principles. Partner staff should support women and marginalized people who are on the committees to play active roles in the projects.
- SB requires partners to have GESI strategies, and SB should support partners in implementing their strategies. Capacity development of staff and partner to understand and internalize concepts and principles of GESI principles should be an on-going process. Follow-up trainings should focus on self-reflection and deepening skills needed for mainstreaming GESI to ensure that training outcomes go beyond awareness to ensuring that the actual behavior of staff and partner staff is conducive to creating an enabling environment for advancing GESI. SB should continue to monitor and support partners to become more inclusive as an organization, in their staff, management and board structures.
- SB should work with partner staff to document lessons learned and highlight success stories around initiatives that have been successful in promoting meaningful inclusive participation ; building capacity of women, youth, and marginalized community members; addressing barriers to participation that historically excluded communities face.

#### Workforce Diversity:

- Pact is committed to promoting gender and social balance across all SB partners. To do so, SB staff should work closely with partners to promote diversity as they hire new staff, particularly for Phase 2. Given that achieving a balance between competency and inclusion might be challenge especially while hiring senior staff, Pact should commit to invest in hiring, mentoring and grooming a diverse group of junior staff, including interns. This would be a SB's contribution to developing a diverse pool of qualified and skills candidates for future senior level positions. Additionally, in order to mainstream GESI across activities, SB should include responsibilities related to integrating GESI in job descriptions for all positions.



## **ANNEX 5: SUCCESS STORIES**